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Honorable Edward W. Barrett, Assistant U. S. Secretary of State for Public Affairs, addressing the December 4 annual dinner of the Public Relations Society of America in New York, urged the support and counsel of America's public relations men and women in making State Department programs more effective.

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NOTED IN BRIEF . . .

• The Annual Conference Issue of the JOURNAL adds a new feature to our 12-issue-per-year cycle—reporting the procedures, reports and presentations that took place at the Third Annual Public Relations Conference sponsored by the Society at the Waldorf-Astoria, December 3-5.

• The meeting content was pertinent: (1) to the national emergency, and international war situation, (2) to the necessity for effective communications in today's government affairs and economic life, and (3) to the presentation and study by conferees of new devices, media and methods for telling the PR story, and measuring the results.

• It was a national meeting—over 600 PRSA members and guests registered from 29 states and territories, including some split registrations for partial attendance at single sessions. It was an international meeting with Canadian delegates; and a representative of the Provisional Committee for the Establishment of an International Public Relations Association reported on a conference at The Hague last spring, with English, Norwegian and Dutch PR men studying possibility of such liaison.

• PRSA adopted its first code of ethics for the practice of public relations, announced that its membership had passed the 1000 mark, and that it would finish its current operating year "in the black."

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VOL. VI, NO. 12 ANNUAL CONFERENCE ISSUE DECEMBER 20, 1950

ARTICLES

- Dimensions of television** Edward D. Madden 2
- TV clinic inaugurates third annual meeting** 3
"Inside-out" view of medium draws huge crowd on opening day
- The impact of war on public psychology** . . . George Fielding Eliot 5
Speaking on the theme of the Annual Meeting, as discussion related to the war situation, Major Eliot opened the first day's session
- Economist sees stronger impact for defense** 6
National Industrial Conference Board's economist tells Annual Meeting sharp curtailment is near
- Report on a study of public relations programs of 55 food companies in the United States** 7
- Public relations for freedom** 12
American Legion Commander offers a 5-point program for "Operation Survival"
- What's wrong with our communications?** Peter F. Drucker 13
- Fortune's editors meet some expert communicators** 17
A report on "Author Meets the Critics" in which Fortune's series on communications was critically discussed
- Recommended reading** 20
A compilation of some current texts relating to the study of public relations
- Ten low cost research methods for probing public behavior** . . . 24
A report on the presentation made by Richardson Wood and Virginia Keyser of the Richardson Wood Company
- Audio-visuals** Kalman B. Druck 26
A report on the audio-visuals program, PRSA third Annual Conference
- Membership Postings** 30
- Film news report...from the other side of Picture Street**
O. H. Coelln, Jr. 31
- America speaking** 33
Address by the Honorable Edward W. Barrett, Assistant Secretary of State for Public Affairs, at the PRSA Annual Dinner

Erich Kastan, official photographer, Third Annual Conference

Dimensions of television

By Edward D. Madden

Vice president in charge of television sales and operations
National Broadcasting Company

TELEVISION IS SO BIG, so important—in so many ways—that it's impossible to confine it to one dimension. And planning a talk about the dimensions of television is like making love to the fat lady at the circus: you just don't know where or how to begin. There's so much to both of these attractions.

So suppose we talk about this new dynamic medium of mass communication in terms of its geography, its quantity, its quality, its impact, its costs, its results as they appear today and as we think some of these facts may look five years from now.

Many of the dimensions I'm going to discuss relate to television as a sales medium, because there has been very little use of TV by advertisers as a public relations vehicle for institutional messages. I don't believe there is a basic difference. In one instance you sell *ideas* about goods and services; in the other, you sell ideas about companies, industries and the people who run them. In both cases, you're out to create the most favorable attitude amongst the greatest number of people at the lowest possible cost.

Markets and station distribution

Here's one dimension. Television is in 63 markets which contain the 107 stations now operating in this country. The scatter of these stations is not unlike a population density map of the United States. For television coverage embraces every city of over 500,000 population . . . 40 out of the 42 markets over 250,000 . . . 63 markets which contain 62% of all U. S. families, which account for 67% of all retail sales. And when the freeze on TV station construction is lifted, the map will look like a freckle-faced kid with the measles.

The total picture of U. S. television homes, yesterday, today and tomorrow shows you the audience you can influence through television, an audience which is growing by almost geometric progression. Twenty-seven million television homes by January 1955 calls for

a growth of about 4,000,000 TV homes a year. By 1955, the television audience should be about 81,000,000 viewers. TV manufacturers turned out seven million sets this year and during the last few months of the year were running at the rate of ten million sets per year. You can see that four million per year recognizes a partial war economy. However, in the event we should edge closer to a complete war economy these figures would have to be reduced.

Size of television

But we don't have to wait till 1955 to be impressed with the size of television. Here's how television looks right now in the first five markets of the country. In the top markets, television saturation has reached a point where 52% of families in New York have television receivers; 50% in Chicago; 55% in Los Angeles; 53% in Philadelphia and 58% in Boston. I've included *Life* circulation in these markets to give you a frame of reference . . . a measuring stick, as it were, for appraising television's penetration by setting it against the magazine with the largest circulation.

And television's penetration is already deep enough to stand comparison with local media. In New York, television delivers more circulation than any newspaper, with the exception of *The Daily News*, which we expect to pass in another year. The same is true in Chicago, where only *The Tribune* delivers more circulation. And we will pass that next year. And in Los Angeles and Boston—there are no reservations, whatsoever. Television delivers more circulation than any daily newspaper.

Look beyond these figures—and you'll begin to appreciate how wanted television must be to the millions of people on whose good-will you and we depend so completely. Let's see just who these people are. And because everybody—from the tax-collector down—is interested in how much money they have, let's look first at their income status.

Income status

Let's take the four income groupings so dearly beloved by research men. Let's see the percentage of families in each group which owns a television set. The figures range from 47% in the top income group to 19% in the bottom income group. But there are more people in the C and D groups.

Of the television sets in the United States, 9% are owned by "A" families, 30% by "B" families, 46% by "C" families and 15% by the "D" group. More than 3 out of 5 sets are owned by people whom we used to call "the masses"—the people who keep the factories running day and night.

But there's more to these people than their pocket-books; and I'd like to show you some of the other characteristics of the television family. For one thing...

Families are larger

Television families are larger. And right here, I'd like to pay my respects to that statistical genius who by moving the decimal point over a couple of places finally eliminated that fractional person who has been bothering me since Economics I. Without his help, I'd have to say that the television family consists of three and two-tenths persons, while the non-television family consists of only two and seven-tenths people. In addition, television families are younger and, by the very nature of television station distribution, are essentially urban and suburban. They seem to be more alert to new devices, products and ideas. And from their viewing habits, we can definitely say that they spend a lot of time with the picture box.

Here is one of the most significant facts about television. According to A. C. Nielsen, television families use their sets an average of 4½ hours a day. The television screen demands and gets the full attention of the viewer. You can't watch television and at the same time read a book, or a magazine or a newspaper. And since television viewing extends over such a prolonged period, it must seriously cut into the time available for printed media. This is a fact which has important implications from an advertising and communications standpoint.

But even those high figures on owner viewing don't tell the full story. For along with owner-viewing, you have guest viewing. A year ago last May we measured this guest viewing and found that over two-thirds of the non-owners

(Continued on Page 4)

TV CLINIC INAUGURATES THIRD ANNUAL MEETING

"Inside-out" view of medium draws huge crowd on opening day.

THE SUNDAY AFTERNOON SESSION, first general meeting of the conference, was a full scale presentation of television, especially developed by the National Broadcasting Company for PRSA members and their guests. Caroline Hood, Director of Public Relations, Rockefeller Center, Inc., served as Clinic Chairman and introduced Ben Grauer, NBC commentator who handled introductions of the speakers.

Miss Hood, who is vice president of PRSA's New York Chapter, and a member of the Annual Meeting Committee, worked with fellow PRSA member Sydney H. Eiges, NBC vice president in charge of press relations, in the development of the program idea several months ago.

William F. Brooks, vice president in charge of public relations, introduced the subject of the clinic discussion and was followed by NBC's TV vice president, Sylvester L. (Pat) Weaver, who spoke on "The Social Aspects of Television," outlining a new plan designed to bring television programs of cultural and social significance to audiences in prime evening network time.

Called "Operation Frontal Lobes," the plan entails the preempting of one hour of network evening time a week from advertisers for the presentation of educational and public affairs programs. The advertiser, according to Weaver, would lose one show during the 44 week contract year but would still sign for 44 weeks which would run 45 weeks on the calendar because of the preempted time.

Weaver will attempt to have the educational programs sponsored either by the advertiser whose period is preempted or by some major organization underwriting the time cost with NBC paying the program charges.

"We want to present the issues of our times to the people with enough showmanship so that most of the people will watch the shows," Weaver said in explaining "Operation Frontal Lobes" to the PRSA delegates. "We in advertising know how to get visibility for ideas and

acceptance of the idea that important issues and people of our time should be watched on television."

Among the educational programs discussed by Weaver were operas-in-English, the NBC Symphony, the Sadler's Wells Ballet and other outstanding musical offerings. Others will be presentations of great classical dramas. Finally, he mentioned a new kind of repertorial and comment program, in which the outstanding issues of American life would be included in "Operation Frontal Lobes."

"By the Fall of 1951, NBC would be offering a full network weekly hour show, once a month musical, once a month dramatic, and twice a month programs of a special nature, a new kind of three-dimensional reporting and commenting on our life and times," he explained.

The NBC television executive told the audience that the subject matter of the preempted time will conform with the viewing audience of that time. If the program is designed for children, then it will be seen in early evening time. If it is a subject matter which might frighten youngsters, such as mental health, it will be scheduled later at night.

"The Dimensions of Television" (see full speech on page 2) was covered by Edward E. Madden, vice president in charge of sales NBC-TV; and his talk was succeeded by an intimate film study of production problems given by Ernest Walling, national production director of the TV network.

Francis McCall, director of TV news and special events, told the audience how good public relations footage was adapted for news use on television and spoke on the subject "Television as a PR Medium." The concluding feature of the program was a demonstration of the "why" and "how" of TV make-up by Richard Smith, make-up supervisor, using live models before the audience.

Over 400 PRSA members and guests attended the Clinic, and interest ran high throughout the presentation.



William F. Brooks



Sylvester L. Weaver, Jr.



Sydney H. Eiges



Edward D. Madden



Ernest Walling



Francis C. McCall



Caroline Hood



Ben Grauer



Richard Smith demonstrated make-up tricks

Dimensions of television

(Continued from Page 2)

had seen television programs in the past month, and had watched for an average of about two hours per week.

Well, what happens when you have a lot of people watching television for a long time? Many of the answers are contained in the Hofstra study.

Hofstra study

Last Spring, we presented the findings of the Hofstra Study—the first precise measurement of the sales effectiveness of television advertising. It was a meticulous piece of research. It covered matched samples of television owners and non-owners. It covered brands advertised on television—and competing brands not using the medium. It covered the buying habits of a group of respondents *before* and *after* they owned a television set. We believe that never in the history of advertising has the sales impact of a new medium been so thoroughly and scientifically measured.

The results of that study are contained in an 80-page booklet which—like so many things today—is available free, on request. That study pin-pointed the dollars and cents results from television.

It showed that for 15 different brands, television produced an average of \$19.27 in *additional* sales to new, television-created customers for every dollar invested in the medium. Television works with an irresistible force and a beautiful, uncompromising directness. Here, for example, is what happens to TV advertised brands in TV homes:

A 30.1% sales increase in TV homes.

When we examine the sales in TV homes, of brands not advertised on TV, we see:

A 19% sales loss in TV homes.

Here you see the double-edged effect of television. Not only does it increase sales of television-advertised brands in television homes—it cuts down the sales of non-television advertised brands in those very same homes.

The next question obviously is: What does it cost to get results like these from television? And the answer is: a lot less than it would cost through other visual media.

TV costs—specific examples

Here is what it costs to reach people, in a typical metropolitan market, through the various media. As you can see, the lowest cost is radio, then tele-

vision, followed in ascending order by *Life*, *This Week*, and finally, the local paper. If we move from a market to a program, we get some other eye-popping figures on the *low* cost of reaching people through television.

Take the Saturday Night Revue—that 2½ hour NBC program that makes Saturday night the night to stay home—or visit someone with a television set. The program increased the television viewing audience by 22%. And the bulk of the audience is tuned to NBC. But we know that even with such an audience ready for delivery to the advertiser, no single company could or would sponsor a 2½ hour show every week. So we sold it in segments as small as 10 minutes. And the advertiser who is buying one of these 10-minute sponsorships at a cost of \$105,000 for 13 weeks is reaching people at the unbelievably low cost of 67¢ per thousand viewers. The average black-and-white page ad in *Life* Magazine delivers noters at a cost of \$3.41 per 1000.

The same sort of thing happens during the day. We built a daytime variety show a full hour, five times a week—Monday through Friday. We built it around one of the greatest figures in the entertainment world—Kate Smith. And we sold it in units as small as one fifteen-minute period per week. The first Nielsen report for a 31 station live network gives the program a rating of 18.5. This means that the moderate budget advertiser can buy a 15-minute segment for 13 weeks for \$96,000 and demonstrate his product in 48 markets having 7,500,000 TV homes for \$2.30 per 1000 women viewers or ¼ of 1¢ per product demonstration. This compares with the lowest women's magazine cost of \$7.17 per 1000 women noters of a black-and-white page.

These examples were, of course, multiple sponsorship shows. The advertiser who sponsors his own half hour has a somewhat higher cost and a correspondingly higher cost per thousand for reaching television viewers of his message. But this cost is still appreciably less than any other visual advertising medium.

As the number of television homes grows and the advertiser gets the benefit of this circulation increase, costs will increase too. Television will become an increasingly larger part of the total advertising budget and you are free to ask "where is the money coming from?"

To answer this question we should look first at the advertising picture for 1949.

National advertising expenditures

National advertising expenditures for the full year 1949 show these totals for each advertising medium—over one billion dollars spent in printed visual media, that is, magazines, Sunday supplements, outdoor advertising and newspapers. Television is a visual medium, and therefore some of the new money for television's expansion will come from competitive visual media because television will out perform other visual media.

Advertising budgets are still figured on so much per unit or per case, based on either last year's sales or a projection for the next year. A resultful advertising medium, such as television, as it increases unit or case sales, will thereby increase advertising expenditures.

We have estimated five years ahead where the national economy is going and the size of the national advertising bill. This shows an increase over the next five years of 585 millions of dollars for national advertising in major media by 1955.

TV research study

Now in the field is a 6-point TV study that will give us the facts in the most competitive television market in the United States. As a pure research project, it will be in the same classic tradition as the Hofstra Study. But it will cover a much broader field... will be based on a larger, scientifically determined, projectible sample.

Among other things it will measure the effectiveness of television as a mature medium—operating during the day as well as at night. It will measure the value of the big approach... it will try to isolate the elements that distinguish the most successful advertisers from the less successful users of the medium... it will help both of us to determine the most effective way in which to present your messages.

So far, the power of television has been used almost exclusively to shape ideas about tangibles... products... brands. I am sure that it can be just as effective in shaping ideas and attitudes toward industries and companies and the men who run them. Television can truly be the medium through which industry can explain itself to the public on whose good-will it depends for its very existence.

The impact of war on public psychology

Major George Fielding Eliot, international affairs analyst, speaking to the theme of the Annual Meeting, as discussion related to the war situation, opened the first day's session with a talk: "The Impact of War on Public Psychology." He commented on the steadily increasing communist aggression in recent times.

(Editorial note: Major Eliot's observations were made at the time of early December reverses in North Korea with UN troops withdrawing to Pyongyang.)

(Quoted in part)... "Let us here pause to look back a little. This is December 1950. We have been living with this creeping uneasiness for five years; we have been living with the knowledge that our sworn enemies are accumulating weapons of mass destruction since August of 1949. Try to put yourself back to the way you thought and felt five years ago — in December 1945. The war was just ended. The ink was barely dry on the United Nations Charter. The Big Three met in Moscow and achieved what seemed to be agreement on major points of discussion. Preparations were under way for the first meeting of the General Assembly of the United Nations. Men's minds were full of war weariness but men's hearts were full of hope. Suppose that then you had been told that in five years there would be an act of aggression in a place called Korea — some North Korean communists would attack South Korean republicans — and that within 48 hours the aggressor would be attacked by the armed forces of the United States. Would you have believed it? No. The memory of Munich was yet too clear. Your mind would not then have been conditioned by the years of strain and of growing anxiety that have passed since that hopeful December only five years ago. You would have said 'Nonsense. Why, that might mean war — and we've had enough of war.'

"Yet on the last Sunday of June of this year, that is exactly what happened. There was aggression in a distant land — a land of which, as Neville Chamberlain once said of Czechoslovakia, most of us had scarcely heard and few of us indeed knew anything about — a land

in which very certainly neither the strategic nor the economic interests of the United States were seriously involved. Yet in that far-off peninsula of Korea, an armed attack took place on a Sunday morning, and on Tuesday morning American air and naval forces were in action, to be followed very quickly by American troops. And the American people with one voice approved that action. We have come a long way since Munich — psychologically as well as physically. We have come a long way since it was possible for intelligent Americans to say — and mean it — that what happens to Austria, or Czechoslovakia, or Poland, or Norway, or Holland is too bad, but none of our business.

"So we went grimly and readily — though hardly happily — into Korea to teach the Kremlin the lesson we had learned — or rather, to make clear that



Major George Fielding Eliot

we had learned it; the lesson that for those who would live in freedom it is never safe to allow aggression to pay off. And it is also significant that while we have been fighting in Korea, here at home we have begun a mobilization of our resources — a conversion of potential power into fighting power — on a scale never before attempted by this people save after a declaration of war against a major enemy. We have accepted the mortgage on our future economy which all this represents — we are going to accept far heavier sacrifices in the immediate future — because we know that we must do these things or perish. We KNOW it — not by a process of reasoning, but in our hearts."

• • • •

"We may be defeated in Korea. We may be compelled for the time being to evacuate that peninsula. I do not think we will, but it is possible. Yet, if we go, we go because we are compelled by a force momentarily superior. We go only for the time being. We shall return.

"For I believe with all my heart that the people of this country have learned at a bitter price that lesson that took us into Korea in the first place, and that will take us back there if we are driven out now; the lesson, I repeat, that those who would live in freedom must never permit aggression to pay dividends. Whatever the cost of resistance, even if the price be another war, the aggressor must never again be allowed to get away with the loot of his crime. On that point it seems to me that our actions in Korea and our attitude toward the Chinese intervention in Korea demonstrate very forcibly indeed that the American people have made up their minds — or rather, that this conviction has become as much a part of our national psychology as the Monroe Doctrine once was, and for much the same reason — the determination to live in security."

• • • •

"... we shall not turn aside if our present mood and conduct is any guide to our future attitudes. We are sustained not only by realization of the necessity of meeting aggression with resistance, but by the consciousness that we Americans truly desired and worked for peace, that we subscribed the Charter of the United Nations in good faith, that we pledged our honor with no reservations or treacherous intent, that it was not we who have brought the world to

(Continued on Page 6)

ECONOMIST SEES STRONGER IMPACT FOR DEFENSE

*National Industrial Conference Board's economist
tells Annual Meeting sharp curtailment is near*

IMPACT OF THE NATION'S DEFENSE program as it is now shaping up will be heavier and more sudden in its effects on the economy of our country than it was during World War II, Martin R. Gainsbrugh, chief economist and director of the National Industrial Conference Board's division of business economics, told the Monday morning session attendants. He said it would not be long before there is pronounced curtailment of consumer goods, a shortage of labor, and increasingly higher taxes as incomes rise under increased defense spending stimulus.

"Although currently the drain on labor for military service is below last year's levels, the start of 1951 will see a call of 100,000 men a month," Mr. Gainsbrugh said. "With this manpower drain, defense spending will increase. At the same time civilian consumer output will be sharply curtailed, taxes will rise along with incomes, and there will be no noticeable increase in output.

"The day is close at hand where the output of consumer goods will be curtailed. This was known even before the latest bad news from Korea. Critical metals will be more sharply curtailed than has been hinted. Output for consumer use of steel will be cut from 25 to 30 per cent; copper and brass, up to 32 per cent and aluminum, 44 to 50 per



Martin R. Gainsbrugh

cent. Housing, television, electrical appliances and automobiles will be the first consumer goods to be affected."

In explaining the shortage of labor, Mr. Gainsbrugh said that the expansion of the labor force to the peak participation level of World War II would provide fewer additional workers than last time. "While the total population of the country grew by almost 20 million during the last decade, owing to the extremely low birth rate of the early 1930's, the age group of 10 to 19 years decreased by 2,300,000. This age group

supplied many additional workers to labor in World War II. The group aged 19 to 26 years increased by only 300,000 during the decade. The high postwar level of economic activity has maintained a high rate of employment so that there can be no aid from unemployment rolls.

"Many more married women are working now than there were before World War II. In 1949 women represented 23 per cent of the labor force, as compared with 15 per cent in 1940. The birthrate has been relatively high and there are more married women with young children now than there were in the prewar period," Mr. Gainsbrugh said. He added that mothers of young children are not good labor potentials.

"Also, expanded working hours will not provide any increase in production," Mr. Gainsbrugh warned, "as the number of hours a man can work before his production falls off is already in effect."

To offset some of these difficulties, Mr. Gainsbrugh suggested expanded savings programs, higher taxes and curtailment of non-military government spending. "Savings rise when labor's tax money goes for military spending," he pointed out, adding that "it falls when the monies are used for social and economic government spending."

The impact of war on public psychology

(Continued from Page 5)

this sorry pass, but the dark and evil men who rule evil force which we know as world Communism. It was they, not we, who would not have it that peace should be established based on the rule of law among the peoples of the earth. It is they, not we, who have thrown the sword into the scales of justice like the Frankish king of old. Let them be warned. For it is written in a book

which, alas, is given little heed in the higher circles of their sinister brotherhood that they who take the sword shall perish by the sword.

"As for us, we can but do our duty — to ourselves and to our children and to the ideals upon which this nation was founded and by which it has lived. And if the prospect of peace in our time grows dim — if few of us who are gathered here today are likely, as I fear is true, to know much comfort or even

much personal safety during the time of troubles, that lies before us — at least we know that we fight in a just cause, that the peace that is denied us may be enjoyed by our children in the brighter days that lie somewhere beyond the dark clouds through which it is not given to our eyes to see. That's part of our American psychology.

"If we didn't believe in that sunshine behind the clouds, we would not be American — and we would not know what we are fighting for now."

REPORT ON A STUDY OF PUBLIC RELATIONS PROGRAMS OF 55 FOOD COMPANIES IN THE UNITED STATES

By PRSA Education and Research Committee

Introduction

THE MAJOR RESEARCH ACTIVITY of our committee for the year has been an attempt to survey the public relations programs of fifty-five selected food companies in the nation. A 25-page questionnaire was prepared for use in this effort. It was in two parts, one seeking factual information to be provided by the director of public relations of each company surveyed; the other, qualitative, to be used by a member of the Society in interviewing the chief executive of each company, and inviting direct quotations and opinions.

When Society members were asked to volunteer as interviewers, one hundred and eighty-nine offered their services. A special committee headed by Robert L. Bliss, Executive Vice President of the Society, made a careful study of food companies to be selected, finally decided on fifty-five, and assigned Society members to survey them.

This report is based on completed returns for 25 of these sample companies. 16 of the original 55 declined to participate, and reports on the other 14 have not yet been turned in.

The data secured in the survey revealed much that can be used with benefit by everyone engaged in public relations work. However, by the very nature of the project, which was undertaken and carried through without careful controls and professionally trained interviewers, the statistical reliability of the data is limited. Representing a big step toward systematic study of public relations methods and problems by the Public Relations Society of America, the survey has produced genuinely worthwhile public relations information.

A striking fact revealed by the study is the lack of a common definition of the term public relations. Less than half of the companies which reported said they have public relations departments, but all of them recorded somewhere in

their ballots that they were carrying on activities which any practicing public relations worker would classify under public relations. For instance, one company which reports no public relations department admits a staff specialist and three staff members doing customer relations, a staff specialist and one staff member doing community relations, a staff specialist and 35 staff members doing employee and labor relations, and a staff specialist and five staff members doing stockholder relations. To say that this company is not doing organized public relations work is to bandy terms. This indicates the need for development of common terms, definitions, and goals in the public relations business.

Discussion of the Sample

The special committee which selected the 55 companies for inclusion in the survey attempted to develop a cross section of the food industry. A breakdown of the 25 companies interviewed, on capitalization, number of employees, and territory served, is as follows:

Capitalization:

Under \$5 million	16%
\$5 million to \$24,999,000	16%
\$25 million to \$99,999,000	28%
\$100 million or over	12%
(Not reported)	28%

Number of Employees:

1 to 1,999	24%
2,000 to 9,999	48%
10,000 or over	20%
(Not reported)	8%

Territory Served:

International	32%
National	24%
Regional	28%
(Not reported)	16%

Organization of the PR Function

a. Organized public relations departments are the exception rather than the rule among food companies.

9 of the sample companies have departments
15 do not
1 no answer

Of the 9 companies with departments

4 are capitalized at more than \$100 million
1 at from \$25 to \$100 million
1 at from \$5 to \$25 million
1 below \$5 million
2 no report

b. Among the 9 companies with departments, the public relations officer reports to the Chief Executive in 5 companies.

In the remainder, he reports to:

Assistant to the President
Vice President
Executive Vice President
Assistant Vice President

The officer who actually handles public relations bears the title of Director of Public Relations in 8 of the companies, and is a Division Head in the 1 remaining.

Among the 16 companies with no public relations department, 1 person handling public relations reports to the Chief Executive. The remainder report to:

Vice President
Public Relations Team
Public Relations Committee

2 men doing public relations work bear the title of Director, although their companies report no public relations departments.

Public relations work is carried on in other departments in the following combinations:

Companies

Combined with all departments	2
Combined with Advertising	1
Combined with Industrial Relations	1
Combined with Personnel and Sales	1
Combined with Administration and Finance	1
Combined with Advertising, Sales, and Promotion	1
Combined with Advertising, Sales, and Personnel	2
Combined with Advertising, Sales, Promotion and Industrial Relations	1
Combined with Advertising, Sales, Personnel and Industrial Relations	3
(Not reported)	3

c. 14 of the 25 companies report some sort of organized public relations function. In 7 of these, it is tightly organized; in 7 it is only loosely organized.

Among these 14 companies the public relations function has wide and varied responsibilities. Special duties most frequently mentioned are:

Publicity	10
Employee relations	8
Stockholder relations	7
Community relations	7
Editorial duties	6
Customer relations	5

The Public Relations Staff

11 companies reported comparative figures on the size of the public relations staff today and in 1947.

Size of staffs varies from a single man to as many as 40 people.

7 of these companies report an increase in staff size since 1947. The other 4 report no change in size of staff.

As might be expected, reasons for staff increases center around added duties and responsibilities. One company, however, reports the creation of a 5-man public relations department during the period.

The Public Relations Budget

a. 7 companies with public relations departments, and 1 with no department, report a separate budget for public relations work.

In companies that do not budget public relations work but spend money on it, 4 appropriate money for each job while 8 include public relations expenses in the budgets of other departments.

b. Whether budgeted or not, the amount of money spent for public relations work is most often based on "what is deemed necessary to get the job done."

9 companies set the amount in this way.

4 base it on careful analysis of the year's program.

Others use such criteria as:

Last year's sales
Amount spent on public relations last year
Expected sales

Public Relations Assistance to Other Functions

a. Among the 25 companies, 10 report that the public relations department is called on by *many* other company departments for assistance. 8 of these so reporting have public relations departments. 2 companies report that a *few* departments ask for aid, and one of the companies so reporting has a public relations department.

b. Testimony shows public relations staffs respond to these requests, offering various kinds of assistance to many departments. Nine companies report giving much help, and 2 that they give occasional help to other functions. Principal recipients of this assistance are:

	<i>Companies</i>
President	13
Personnel	12
Advertising	12
Secretary	11
Treasurer	11
Distribution	11
Manufacturing	11
Research	11
Industrial Relations	10

Types of assistance rendered by the public relations staffs to other departments are:

Work with various company departments on policy level
Help prepare annual report
Help prepare speeches and articles
Publicize research developments
Confer on strategy and publicity on labor problems
Write and edit company magazine
Write and produce booklets and other literature
Administration of company contributions

Informing Top Management of PR Activities

Of the companies reporting, 13 use the following channels or devices for informing top management of public relations activities and achievements:

	<i>Companies</i>
Make regular reports on public relations work	11
Director sits in on policy conferences	9
Distribute public relations literature to top personnel...	5
Circulate public relations gleanings from current literature	5

Make periodic summaries of survey results	1
Urge top attendance at public relations conferences	1

(Most public relations officials engage in more than one of these activities, so the figures above include duplications)

Use of Public Relations Counsel

a. 9 companies rely on advertising agency assistance on public relations, 6 on public relations counsel, 3 on both. 5 companies report the use of neither kind of outside help, 2 companies made no report.

Of companies with public relations departments, 3 employ counsel, 3 rely on advertising agency help, and 1 uses both. 1 company reports use of neither kind of outside help, and 1 company made no report.

b. Among the 10 counselors, 4 are retained on annual contract basis and 3 on a continuing basis without contract. 2 others are on a part-time basis, to handle specific assignments. (Arrangements with one were not reported.)

Of these 10, 3 attend board or top management meetings from time to time, when specific phases of planning are discussed. None of them sit as a member of the board or as a regular participant in board or top management meetings.

Organizational Status of Public Relations Director

a. Four companies indicate that the public relations director is a general officer, 6 that he is a senior executive. In 3 other companies he is a departmental executive.

Of these 13 companies reporting, 9 have separate public relations departments. 6 of these reported "tightly organized" functions, 3 were "loosely organized."

b. One public relations director sits as a member of the board of directors. 7 others attend board meetings—2 regularly; 3 when invited by management, 2 when they themselves wish to do so.

c. One director is a member of the executive committee; 5 others attend; 2 regularly; 3 occasionally. Also, 6 are members of other management committees.

Company Publicity Activity

- a. A majority of companies reporting (15) state they have a definite publicity program, half of them (8) with a staff specialist in charge.
- b. In publicity efforts, companies tend to use both natural news and created news. 7 companies rely on natural news, 2 create news, but 13 do both.
- c. Companies make use of a wide variety of media for publicity purposes. Among the most commonly used are:

Companies

Daily and Sunday newspapers	21
Financial and business papers	19
Magazines	17
Radio	17
News syndicates	16
Advertising	15
Weekly and semi-weekly papers	15
Company publications	14

Community Relations Programs

- a. 14 companies indicate they have set up a formal community relations program, 9 headed by a staff specialist. Staffs are small, averaging 3 persons.
- b. Community attitudes are considered important by a majority of companies reporting:

- 21 keep plant properties neat and clean
- 18 try to control smoke, dust and odors
- 17 strive to correct conditions of which community disapproves
- 16 avoid stream pollution
- 16 protect local landmarks and beauty spots
- 14 conduct community attitude surveys

In addition, potential causes of irritation from within the plant are avoided by many of the companies surveyed.

- 18 avoid low wage policies
- 18 do not neglect local labor in hiring
- 16 work to control waste
- 15 work to hold down their accident rates
- 15 make advance preparations for out-of-town labor

- c. Many companies point to extensive information activities in the community. 13 companies report a policy of

distributing educational and publicity matter, 8 of them extensively.

Also, testimony shows—

- 20 hold open houses
- 17 respond to requests for speakers
- 14 distribute souvenir booklets at open house
- 3 advertise regularly to emphasize the value of the plant in the community

- d 21 companies indicate they make sure they are carrying a fair share of the financial burden of community charities.

Decisions on this are made locally in 12 of these concerns, referred to the home office in the other 9.

16 companies see to it that the community is aware of the company's policy of bearing its share of charitable contributions.

- e. Active executive and employee participation in civic affairs is encouraged by 21 companies. Ways through which this is done include:

Paying civic organization and club dues; time off as needed; publicizing accomplishments of employees in civic organizations.

Urging employees to attend and join worthy community activities.

Customer Relations

- a. Among companies surveyed, 14 report they have established a formal customer relations program. 5 of these are under a staff specialist.

19 companies describe their management as "customer conscious." An equal number report that employees are imbued with this attitude.

- b. Advertising is directed toward selling goods and services exclusively in 8 companies, toward also selling company policies in 14 others. (3 made no answer.)

- c. Major forms of advertising listed are:

Companies

Newspaper	23
Magazines	21
Radio	21
Printed matter of various kinds	18
Specialties (samples, gifts, etc.)	17
Direct mail	16
Billboards and signs	14

- d. Special customer services include the following:

Companies

Free professional and technical aid	11
Charge accounts	9
Free parking space	7
Education of women on business matters	6
Free delivery service	5

- e. 15 companies report the use of customer opinion studies, 4 of them regularly. Products, services, and on what customer wants are covered.

Complaints are used as a guide to improve public relations in 22 companies.

- f. In 11 companies the sales force is trained in public relations policies and procedures. 4 companies term results of this work "good."

Companies recognize and cultivate many different types of customers—from creditors (10) to employees (21).

Employee Relations

- a. Definite employee relations programs have been organized by 17 of the 25 companies surveyed. 12 are headed by a staff specialist.

- b. Channels used for communicating with employees include:

Companies

Bulletin boards, posters	22
Employee information meetings	21
Employee publication	16
Employee handbook	13
Regular annual report	13
Special employee report	3

- c. In-training and indoctrination programs are carried on by 15 companies, 10 with the help of visual aids. Major areas covered in these programs are:

Companies

Company products and their uses	12
Company history	12
Employee benefits	11
Company advertising	11
Research and development	10
Company's part in community life	9
Company's earnings and profits	6

- d. Employee benefit programs are extensive. For example—

<i>Companies</i>	
Health insurance plans.....	22
Pension plans.....	20
Liberal vacations.....	20
Suggestion system.....	17
Recreation facilities and program.....	16
Low-cost cafeteria.....	15
Service pins.....	13
Recognition meetings and programs.....	12
25-year club.....	10
Profit-sharing plan.....	8

Labor Relations

- a. 16 of the 25 companies have a definite labor relations program, 13 with a staff specialist in charge. In a majority of these companies (9), the specialist has authority to overrule operating executives in labor relations matters. Also, in most instances he handles contract negotiations and bargaining (10).

17 companies consider their policies clear-cut and understandable. A sizable majority believes these policies are understood within the company but not outside:

- 15 think supervisors understand
- 15 think boards of directors understand
- 13 think top management itself understands
- 12 think union leaders understand

- b. The goodwill and cooperation of supervisory groups is cultivated by—

<i>Companies</i>	
Making them feel they are part of management.....	16
Providing them with special training and education.....	12
Supplying full information about plans and policies.....	12
Placing on them responsibility for keeping employees informed.....	10

- c. Job evaluation and classification, up-grading and promotion, and wage and salary scales are a part of the labor relations program of the majority of the companies:

<i>Companies</i>	
Job evaluation and classification system.....	18
Up-grading and promotion system.....	17
Wage and salary scale.....	15

Stockholder Relations

- a. 10 companies report having a regular stockholder relations program, 6 under the guidance of a specialist. Staffs range from 1 to 5 in size.

- b. Activities included in stockholder relations work:

Information on products—

<i>Companies</i>	
What they are.....	15
How they are made.....	14
Their importance to the stockholder or public.....	13

Inserts in dividend checks—

<i>Companies</i>	
Folders.....	10
Booklets.....	7
Letters.....	7
Slips.....	6
Reprints of speeches, articles.....	5

Personal communication—

<i>Companies</i>	
Stockholder relations handles all correspondence.....	7
Letter of welcome to new stockholders.....	9
Work with members of board of directors—	

<i>Companies</i>	
Directors taken on trips to company plants.....	7
Directors invited to help promote public relations program.....	10

Trade, Distributor, Dealer, Supplier, Credit, and Government Relations

- a. 19 companies have a special credit relations program, 14 a supplier relations program, 12 a special trade relations program, 10 a distributor and dealer relations program, and 4 a government relations program.

- b. Executives participate in the following activities:

<i>Companies</i>	
Accurate investigation of customer capacity to pay.....	19
Work of their trade associations.....	18
Keeping informed on important governmental developments.....	17

Make constant test of—

<i>Companies</i>	
Performance of company products.....	16
Secure consumer reactions to products.....	15
Develop new processes to improve company products.....	15

- c. Distributors and dealers are aided in a number of ways:

<i>Companies</i>	
Developing improved sales procedure and exhibits.....	13
Servicing products.....	13
Explaining methods of saving time and money.....	12
Training dealer service men.....	11
Cooperating on product and procedure improvement.....	10

- d. Advertising to increase user recognition and acceptance of company products is used in local media by 19 companies; in national media by 17 companies.

- 18 companies provide product booklets, window and counter displays

- 12 companies conduct radio programs

- e. Purchasing departments of 20 companies are carefully trained in supplier relations.

- f. Relations with government administrative bodies are considered important by 15 companies. Contacts are maintained through:

company representatives
trade associations

- 17 companies have machinery for keeping fully informed on all governmental developments affecting them

- 16 companies make it a policy to take prompt and decisive action on important governmental reports

- g. Special publics with which companies work include:

<i>Companies</i>	
Agriculture.....	12
Education.....	11
Women.....	9

Opinions and Views of Company Executives and Comments of Interviewers

- a. The chief executives of all companies reporting are unanimous in believing that public relations is a rising function in their companies. Says one president: "Public relations is the coming thing. However, management still thinks it is in its infancy. Food companies haven't done the kind of job that should be done to sell themselves. As a result, politicians and unions take advantage of us."

b. The majority of company heads say they consider public relations very important but the greater number think, as one chief executive says, that the function is "not important enough for organized effort." The president of a company comments on these points: "Public relations is considered one of the two principal responsibilities of the president. The other is management personnel. The selection, training and succession of management to assure the perpetuity of the organization and protect the stockholders' investment is the top job. Public relations comes right along with it."

"The public relations assignment, broadly stated, is to advise top management on 'living right.' By living right, I mean seeing that the investment be protected by prudent management, that the farmer be adequately paid for his basic product, that the employee be adequately paid, work in safe, pleasant surroundings, be recognized for promotion and treated with dignity, that the consumer gets the highest quality product for the lowest possible price consistent with these things. Specific functions are: (1) to advise top management, (2) to interpret (tell about) the success that we have in doing that, (3) to indoctrinate management groups of the 100-odd subsidiary companies with the proper public relations philosophy."

Another management executive says simply, "Public relations is considered as a normal tool of business management."

c. Most important among the objectives of the public relations program, as ranked by company heads, are the following:

1. To develop and maintain goodwill of the public for the company
2. To help guide the management in operating in the public interest
3. To increase understanding and acceptance of the company's public relations program
To increase sales
4. To keep the employees informed about the company and its operation
5. To explain the part the company plays in the economy

6. To help preserve the Free Enterprise System
7. To promote the economic education of the public
8. To measure public attitudes and use findings as a guide in setting up company policies and programs
9. To get publicity

Number One of these objectives is far in the lead, being listed by 82% of the companies. Three-fourths of those listing it give it either first or second rating, and in no case does it fall below fourth place in the ranking. The last three objectives are considered no more than half as important as Number One. Even Numbers Two and Three are given much less weight than Number One.

d. In answer to the question, "Why was a public relations department established in the company?" one president said, "To bring together in one place public relations practices previously scattered through the company."

Of another company which has no public relations department an interviewer wrote, "No public relations department, but a president who has an intuitive sense of public relations which fills many but not all of the gaps . . . he looks upon public relations as horse sense which must exist in every nook of his business and which he thinks would be lessened in effectiveness by anyone charged with its organized direction."

e. A comment from an interviewer of another company which does not have an organized public relations department: "The company's entire public relations philosophy is founded on the premise that the best public relations is steady employment and high wages . . . The company officers expressed fear that the results of the study would be used as a device for obtaining employment for public relations practitioners. The company does not have a very enthusiastic attitude toward the so-called 'professional' public relations practitioner."

Says the president of this company, "It's like the fellow who wanted culture, and wanted to study prose and poetry. When he learned what prose was, he found he had been talking it all his life. It's that way with public relations. Sometimes you practice it in day to day operations so that you

don't know it is taking place. And yet we are very sensitive to public relations."

The interviewer concludes: "The company has its own way of achieving public relations. On a scale of 100, it would measure pretty close to the top since the wage and employee policies are among the finest in the land."

The publicity manager of the company, in answering the question, "Does the chief executive think that the money the company is spending on public relations is a productive investment?" says, "The question is a little like a 'have you stopped beating your wife' question, because we are not so much 'spending it on public relations' as spending it on normal conduct of the company with a proper attention to what the public thinks of us."

f. Most of the company executives think that their public relations operations are about right in size and amount and that the money they are spending for public relations activities is sufficient. Typical comment: "About right for the size of our business"; "Effective as we see the job to be done"; "Just about right along the lines being followed."

g. "Management believes that the public relations activities must be viewed always in light of current conditions," reports an interviewer of one company. "At some times it is desirable to place more emphasis on one activity and less on another because of changing times. Current situation should always call the tune. The management feels that the public relations budget may be too high in view of current conditions although it recognizes that future events may bring about a change in this thinking."

h. Limited comment is made by the heads of companies on the quality of present personnel in the public relations profession with whom they come in contact. However, their comment is interesting: "Greatly improved in recent years." "A lot of cast-off fellows, but changing, all for the better. Quality is improving." "A few excellent people, a great many 'gimmick' promoters."

i. The methods most frequently used by managements of the companies to maintain open lines of communication with employees are: house organs

and employee publications, meetings, booklets and other printed pieces, special bulletins, letters from the president, and "word-of-mouth-up-and-down-line organizations." Several presidents speak of having tried use of extensive meetings, found this method none too effective and abandoned it. More dependence seems to

be placed on house organs than any other communications instrument. Some executives speak enthusiastically of visits to branches as helpful.

j. The old bugaboo of lawyer-domination of labor relations receives its share of comment. One company president discusses it in this manner:

"Traditionally, all labor relations have been handled by the lawyers and still are . . . the lawyers still are the ones who make the decisions. They veto many things we recommend. The company has no accepted method of employee communication — no direct system of reaching, talking to or with the employees."

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Public relations for freedom

American Legion Commander offers a 5-point program for "Operation Survival"

AT THE TUESDAY (December 5) luncheon session, Erle Cocke, Jr., 29-year-old, thrice-wounded veteran of World War II, who is National Commander of the American Legion, urged the Annual Meeting audience to "destroy the type of fallacious thinking that has permeated our government at the policy-making level in our foreign affairs and which has led us into our present perilous predicament."

To further enforce his dramatic address "Public Relations For Freedom," Cocke told the group, "To spell it out, we need a reconstituted Department of State . . . from which has been amputated the appalling ineptness to cope with the world Communist menace."

The young Commander made references to Lenin's writings and prophecies. Several years following Lenin's 1923 writing, which became the basis for Soviet Russia's intended domination of the world, he made another prophecy: "First, we will take Eastern Europe," an

accomplished fact, added Cocke, "and then the masses of Asia." To the latter statement Cocke itemized the progress of the Communist infiltration in China, Korea, Tibet, Indo-China, Burma and the Philippines.

Charging the State Department's activities as denoting "monumental stupidity," Cocke cited the case of the department's transmittal of information about the Chinese Communist and Nationalist situation. He said, "They deliberately misrepresented the situation in China in such a way as to influence American policy to abandon the National Chinese government and cut off all aid and funds to Chiang Kai-shek."

Of the present proposal to abandon Korea and Formosa and to admit Red China into the United Nations, Cocke said, "such appeasement means surrender . . . every surrender means the further weakening of the shrinking forces of freedom and the further strengthening of warlike Communism."

In closing Cocke called for quick, urgent action for "Operation Survival," listing the following five proposals: 1) shake up and revamp our State Department; 2) go immediately on a full war mobilization basis; 3) adopt universal military training for our youth to start building soundly for future defense needs so we can have adequate protection at a cost we can afford; 4) use of the A-bomb only for primary targets. There are no primary targets in China or Korea; and 5) speed up with urgent haste our civil defense."



Erle Cocke, Jr.

Public Relations Journal

What's wrong with our communications?

By Peter F. Drucker

Management Consultant

IT IS NOT ONLY BECAUSE I am not a technician that I shall not today talk about techniques. Techniques are important. But it seems to me that the basic problems in communications today are not technical problems and cannot be solved by technical means. I believe that we have to think through the fundamentals—and I believe above all that what is wrong with communications is precisely that we have not done so but have rushed into techniques before we knew what we were doing or why. Specifically I wonder whether we really know at what we are aiming, whether we have thought through our assumptions and above all whether we really know what we mean when we say “communications.” The target of communications, the basic assumptions underlying our present efforts and the concept of communications itself all seem to me to be open to serious questioning.

I

Last summer I watched a young plumber put in an electric pump in a farmhouse up in New England. The young man had never before done such a job and relied exclusively on the manufacturer's instructions which were very poor instructions indeed: badly printed, almost incomprehensible in spots, with blurred and confusing drawings, etc. It took the young man quite a while to get through the instructions—he had to read them again and again. In addition at several points he felt very definitely that the instructions were wrong. Yet he not only took the trouble to study the instructions till he understood them; he followed them even where he thought that they surely could not be right. When he was finally finished and when the pump ran much to his surprise—he turned to me with a broad grin and said: “Guess they know their business.”

Can you imagine a similar attitude in respect to what we normally call “management communications”: a company's annual report, a letter from the president, “economic education” and all the other stuff that pours out from our managements today? What is the difference between the attitude of my plumber-friend up in New Hampshire and the typical attitude of our employees—and that incidentally would include the young plumber I am sure—regarding “management communications”? In respect to technical information regarding its product, its processes, its tools and its techniques management obviously has no communications problem whatsoever. It is looked to, listened to and followed. Yet from the point of view of communications techniques—the area on which we have been putting so much emphasis—these technical areas are actually extremely difficult. In fact the technical problems in these areas cannot be solved satisfactorily.

I submit that the difference is simply that the people as a whole including our employees accept management as both competent and authorized in the technical area. They consider management to have legitimate authority in these areas. And, like my friend the plumber in New Hampshire, they feel that “management knows its job” in these areas.

Therefore they are not only willing to listen; they are willing to work hard to understand what management is saying. There is no resistance to management's message. There is receptivity. For there is the conviction that management is rightfully an authority in these areas and that management is competent in these areas.

In the areas in which we are interested: in the economic, political and business areas, it is only too obvious that management does not enjoy such standing today—in fact it is obvious that management never has enjoyed such standing. It is quite clear that a great many people, people incidentally who are in full agreement with the things management says, do not feel that management has any legitimate authority in these areas. Even less general is the conviction that management has competence in these areas. This would lead me to conclude that there cannot be receptivity in these areas. For nobody listens to somebody who neither has competence nor authority for him.

I would therefore first raise the question whether there is any point in going after the objectives which so many communications programs today seem to aim at: “employee education,” “employee information,” “changing the thinking of the employee”—let alone such queer targets as to elect a Republican Congress or to get a lower tax load on business. I am not quarreling with any of the objectives themselves. But I am wondering whether we can hope to reach any of them or whether all the money and effort we spend today is totally wasted unless we concentrate first on establishing management's authority and management's competence in these areas. Unless we convince the employee and the public that management has a right to speak in these areas and that management has something worthwhile to say in these areas, we will not, I believe, make any headway toward the more ambitious goals such as “changing the employee's



Peter F. Drucker is consultant to some of the country's largest corporations on problems of management organization, human relations and public policy. He has served as foreign correspondent, international banker and college professor. He is a regular contributor to *Fortune*, *Harvard Business Review*, *Harper's*, *Saturday Evening Post* and *Reader's Digest*; and is author of several books including “Concept of the Corporation” (1946) and “The New Society; the Anatomy of the Industrial Order” (1950).

thinking" or "educating the employee." To my mind this means that the first and major objective of a communications program cannot be to "get anything across" but to establish respect and receptivity for management. And that, while a very much more modest, is also probably a very much more difficult target to hit—and one which, I believe, we have not yet even started to approach.

II

This leads me to the question of our assumptions. When I look at management's communications programs today, especially at those directed at the employee, they seem to me to be based on two assumptions: the first one is that the listener, whether he be employee or general public, considers the same things to be important and relevant that management considers important and relevant. In fact the assumption is general that the listener is interested in these things:

profits, prices, wages, efficiency, free enterprise, etc. The second assumption seems to be that the listeners, or a fairly large number among them, are hostile to the American free enterprise system and are at least slightly infected by collectivist doctrines.

I submit that there is absolutely no basis for either assumption.

We cannot assume that the listener is interested in business or economic facts or business or economic theories. We can assume, on the basis of our research, that the average employee is quite interested in the immediate happenings in his own company, particularly those that affect his own work and his own job. But that is all we can assume. Specifically we cannot assume that the individual employee or the individual member of the public sees things the way management does. By this I mean that management for instance concludes from the need of its own company to make a profit to the iniquity of heavy taxes or to the virtue of the profit system. In other words management makes a general and abstract conclusion from the concrete facts of its own business. And to management this general and abstract conclusion seems to follow inescapably from the concrete experience it has. Let me say that we know that the individual employee and the individual member of the public sees no such general and abstract conclusions to follow from the concrete example of the individual company's need for profit. In fact to him the individual and concrete events of his own company have nothing whatsoever in common with general



Peter Drucker spoke on communications preliminary to the *Fortune* panel discussion.

matters of national policy. He may, in other words be fully convinced of his own company's need for more profit and yet feel deeply that profits nationally are too high, or that profits in general are unjustifiable. To him there is no contradiction. In other words we must not assume as we seem to do that the individual employee or the individual member of the public is just an illiterate member of management.

But we also must not assume that the things that are important to management are important and relevant to him. Frankly I am very unhappy over the basis on which so much of our present communications effort is carried out. The basis seems to be a conviction that this is what the people, the employees, the stockholders, the public, are interested in. This is simply not true. The people who are interested in this—and for very good reasons—are the management. If we only were to admit to ourselves for instance that a knowledge and understanding of the economic facts of life is necessary from the point of view of management—and from no other point of view—I think we would be on very much firmer ground than we are today. We would for instance give up the childish and I believe totally silly complaint that "our workers know no economics" or that they are "misinformed." Why should they know any?

What difference does it make to their lives whether they do or not? It makes a great deal of difference to management; and therefore management has a perfectly legitimate interest in getting these things understood. But let's stop making childish assumptions such as that the employee inevitably and necessarily is interested in these things and concerned with them. Management is interested and concerned with them. And it is management's job to create sympathetic understanding for this interest and concern.

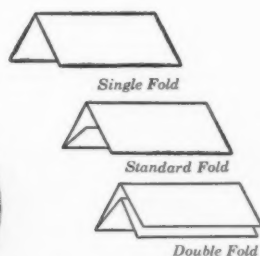
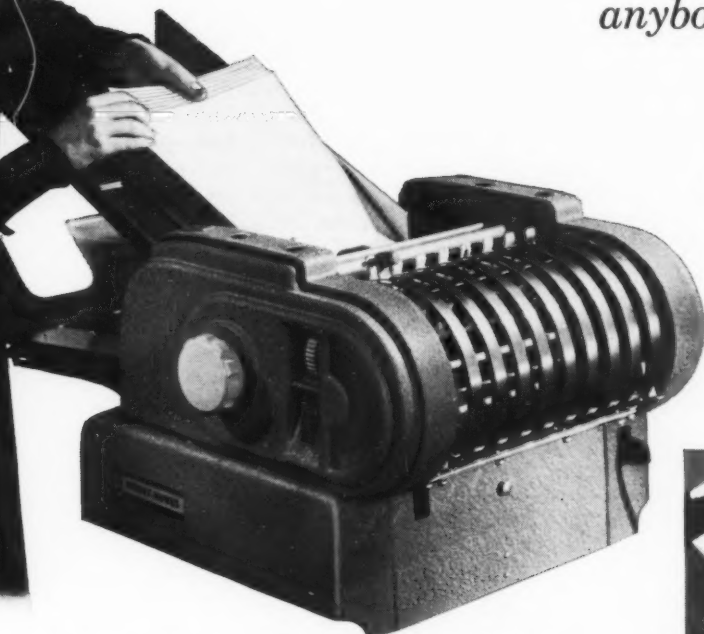
It is I think this misunderstanding that underlies our assumption which also explains the queer belief that we deal with people deeply infected by collectivist ideas who have to be "cured." I think anybody who has had any contact with the American worker knows that this is utter nonsense. There are no collectivists among them. To assume, as so much of the more blatant management propaganda does, particularly in the economic field, that the American worker suffers from either ignorance or delusions is just to abandon in advance all hope for effectiveness. And yet, if you look at the stuff management puts out—let alone the stuff management organizations such as the N.A.M. or the Advertising Council put out—you would find that eighty percent of it or so is

(Continued on page 16)



Pitney-Bowes' *New, low-cost* Office Folding Machine

*...so simple in operation
anybody can use it!*



THREE of the machine's
eight basic folds



Measure first fold wanted on upper light ruler, second fold on lower dark ruler...



Set dials for size of folds wanted — setting pointer on light dial for first fold, dark dial for second.



Material is fed and removed from the same end of compact machine, saves effort and space.

A practical, efficient folding machine for offices, this new PB model can be used by anybody after a few minutes instruction...avoids peak period delays and overtime, saves hours of manual folding, or the expense of having folding done outside... pays for itself quickly.

Fully automatic, high speed... takes all routine forms from 3x3½ to 11x24 inches... makes eight basic folds... will put two parallel folds in an 8½x11 inch letter size at 10,000 per hour... Feeds and delivers from the same end, saving

operator effort and working space.

Easily adjustable... handy dials set this folder for paper thickness and position of folds... ready for a new job in a minute. Only 36 inches long, 18½ wide, 20¼ high, can be easily stored when not in use.

Precision built by Pitney-Bowes, world's largest maker of postage meters, and backed by nation-wide service from 93 offices in U. S. and Canada... Call the nearest PB office for full information or send coupon below.



PITNEY-BOWES

Leading makers of mailing machines... offices in 93 cities

PITNEY-BOWES, Inc., 5242 Pacific St., Stamford, Conn.

Send free booklet on Folding Machine to:

Name _____

Firm _____

Address _____



What's wrong with our communications?

(Continued from Page 14)

somehow based on this assumption that we have to "reform" the American public.

III

But the area where I am most dubious is that of the concept of "communications." When people talk about "communications" today they seem to mean by that the formal communications media such as company magazines, annual reports to employees, company letters and company advertisements, etc. Actually I sometimes wonder whether these things have any importance. Certainly they have only a very subordinate role. They are not the center of the "communications" between company and employee. And you certainly cannot achieve anything in and through the formal communications media that you do not accomplish in and through the actual process of communications.

Communications is simply a phase of employee relations. And we know that employee relations are being made whenever company and employee have

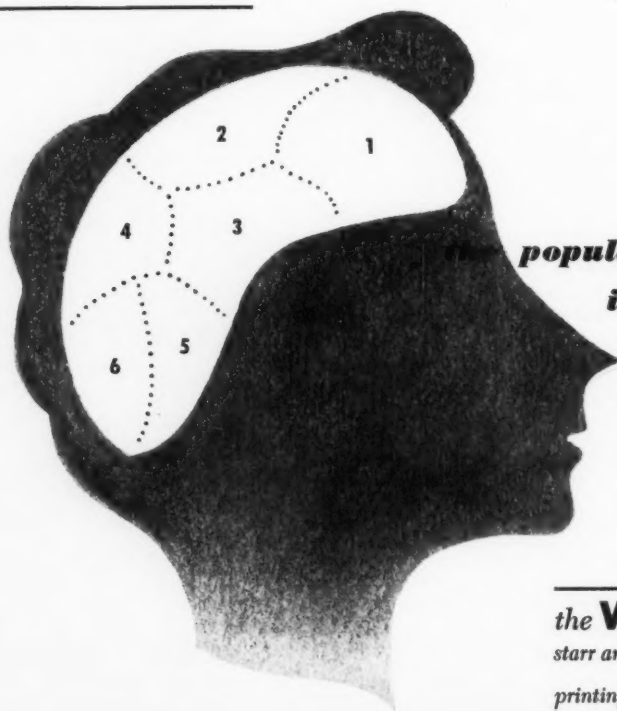
any contact, that is primarily on the job and in the work. Similarly communications take place every time the employee and the company are in contact, that is every moment of the job and work period. Formal communications are necessary to formulate and bring out communication that has actually taken place in the day to day relationship between man and boss and man and company. But if formal communications do not do that, if they either preach something which is not lived in the day to day relationship, or if they deal with something that is irrelevant to the day to day relationship they will be utterly ineffectual and may actually do a good deal of harm.

I submit that we are not today considering the real communications. We deal with the minor things on the periphery. If we are really concerned about communications we should look at our day to day policies and our day to day practices. Do they get across to the employee the things about the company, the management, our free enterprise economy and our society that we believe

the employee ought to get?

It is at this point that my own interest in communications actually begins. But I shall not today go into these matters. I would only like to say today that I would start an analysis of the concrete communications of your own company not with your formal communications program—in fact I would not pay much attention to it. I would start with such questions as: do you have a union relations policy that is likely to get across to the individual employee an understanding of the economic facts of life and a conviction that he has a stake in the free enterprise system and in the prosperity of his own company? I would raise the question whether in your day to day policies and practices on the job you get across to the employee the things which your formal communications system wants to get across to him. Above all I would raise the question whether your policies, inside the company, outside the company, in relation to labor, etc., create that respect for management and that acceptance of its authority and competence which is to my mind the very first prerequisite for any communications whatsoever.

public relations primer:



**popular mind
is best made up
with facts
well rouged**

the **Wickersham Press inc.**
starr and borden avenues, long island city 1, n. y.
printing with a purpose and a sense of design.

Fortune's editors meet some expert communicators

A report on "Author Meets the Critics" in which Fortune's series on communications was critically discussed

THE FINAL Tuesday afternoon session of the Annual Meeting promised fireworks, and the Waldorf's Starlight Roof was jammed with public relations folks who came out to see the shooting. The resulting two hours of discussion on communications didn't settle anything. But as pyrotechnics it pretty well fulfilled the general expectations.

Fortune's managing editor, Ralph D. Paine, Jr., and William H. Whyte, Jr., writer of Fortune's famous piece, "Is Anybody Listening?" did their best, but seemed somewhat less valiant with the spoken word than with the typewriter. Moderator Harold M. Fleming, of the *Christian Science Monitor*, kept things moving well. He even got in a few pot shots himself by quoting from the articles he had written for the *Monitor* on the subject of communications off and on since 1939.

But the main verbal sparks were struck by the three working public relations men on the panel: Franklyn Waltman, public relations director of Sun Oil Company, E. S. Bowerfind, public relations director of Republic Steel Corporation, and John L. Dupree, partner in the public relations firm of Ivy Lee and T. J. Ross — and by Peter Drucker, management consultant, who as a previous speaker seemed at first almost an innocent bystander.

Matters started off pretty quietly. Moderator Fleming called on Managing Editor Paine and writer Whyte to tell how they came to do the Fortune piece anyway. They made it sound pretty routine; just like almost any other magazine article. Whyte disclosed that something like seven months were required to get the dope and write it up, compared with the usual two or three months such matters generally require at Fortune. This, he remarked, was because so many people were interviewed; because so much study went into the job. So far, all well and good.

Then Moderator Fleming asked the public relations members of the panel whether they had any questions. Franklyn Waltman, no shirker in such matters, said he had. He'd like to ask Peter Drucker what he had meant by saying in his previous talk (on "What's Wrong with Our Communications?") that "no one of us in this room could find any collectivists among his employees."

Said Waltman: "I don't believe that. If there are no collectivists among our employees, where are all the collectivists? There is plenty of evidence that some people in this country are thinking, acting and voting as though they were collectivists. Where are they?"

Replied Drucker blandly: "I ask the question: do the things that push us toward collectivism come from conscious desire for collectivism, or from lack of realization of what we ourselves as employers are doing, or what our employees think they see us do, and which they do not understand? I have made many studies. I find that employees are conservatives. They are simply not collectivists."

Sweeping generalities—no specifics

It took a bit of desk-pounding after that to get the discussion back on communications. Waltman again led off. "As to communications," he said, "there are plenty, some good and some bad. As to listening, which the Fortune article complained that businessmen were not doing enough of, there is quite a bit going on. The trouble with both Drucker's talk and the Fortune article is that both make sweeping generalizations but do not get down to specifics."

"You can't discuss communications sensibly with stereotypes," he said. "A modern business is a team, organized to get a job done. You enlist people to get in and help to do the job. You communicate with them as well as possible and as much as is necessary to accom-

plish that purpose. In all this talk about communications we are making the matter sound very difficult and very fuzzy. As a matter of fact, management's efforts to communicate are working. They are improving. One sign is the amount of interest management is showing. The day when management said 'Tell 'em nothing! We pay 'em, don't we?' is long gone. In most companies communications are getting pretty good."

Ed Bowerfind and John Dupree didn't leave it all up to Waltman. They had plenty to say. Dupree demanded to know why Fortune's editors had presented quotations attacking the National Association of Manufacturers' Free Enterprise advertising without also presenting an answer, or at least giving the other side.

"Fortune's technique," he said, "leaves something to be desired, in my opinion. They could perhaps have used some advice from their own Mr. Roper on presenting material of this kind. As published, it was unfair and unscientific. I wonder how many of the men quoted knew anything about the very extensive N.A.M. program?"

"Most of them were members of the N.A.M.," protested Managing Editor Paine. "It seems to me they were entitled to express an opinion."

"I don't say they aren't entitled to an opinion," Dupree replied. "But presentation of research findings is a very delicate matter, and you can do a lot of damage. I think Fortune's presentation was unfair to a group of good people who are trying to do an important job."

It was Bowerfind, however, who seemed to put Fortune's game representatives on the toughest spot.

"I'd like to know," he asked with a malicious grin, "just what techniques you use with typists, clerks and others at Time-Fortune to permit them to communicate with management, and vice versa?"

Amid general laughter Fortune's men gave the question consideration. Managing Editor Paine effectively replied:

"We don't do it any better I guess, or any worse, than any organization of our size. The most effective communications in our shop are informal, and we think they work well. Of course, we don't have 70,000 employees, and therefore our problems are simpler than a big manufacturer's."

"However, in writing our article we weren't saying that Time, Inc., is a model. We were operating as journalists, not as spokesmen for a company."



New York *Herald Tribune's* Washington Bureau Chief, Bert Andrews and Mrs. James P. Selvage. Andrews was chairman of the Monday panel on Washington-PR problems



PRSA's press room was a busy spot, staffed by Steve Korsen (above) of Borden's PR staff, Dick Conrad of the Kudner Agency, and Roy Battersby of Hill & Knowlton



Mrs. J. Handly Wright, and PRSA's president. Mr. Wright remains a member of the 1951 Board of Directors and Executive Committee



Harvard's N. S. B. Gras, Professor of Business History, makes a point with two interested listeners. Professor Gras joined PRSA during 1950



Annual Meeting Committee Chairman James P. Selvage and Wheeler McMillen, Editor, *Pathfinder*, who spoke on PR and press relations

At the

CONFERENCE

"It was a meeting full of material that moved on time, and was well attended. There was plenty of worthwhile conversation."



From Bartlesville, Oklahoma: Chester W. Cleveland, Phillips Petroleum Co.



PRSA Treasurer Richard B. Hall with Earle Ferris, 1948 Board Chairman



Pauline E. Mandigo and PRSA's Southern Vice President, Maxwell E. Benson



Mr. and Mrs. Thomas W. Parry, St. Louis were among many husband-wife conference registrants. Mr. Parry is president of PRSA's St. Louis Chapter



Tuesday luncheon chairman, Tulane's Horace C. Renegar, checks a program point with PRSA's Executive Vice President Robert L. Bliss



Mrs. Sallie E. Bright, Executive Director, National Publicity Council for Health and Welfare Services, presided at Tuesday morning's session

at the CONFERENCE

full of meaty discussion. It
d was well scheduled. There
nwhile corridor discussion."



Kudner Agency's director of public relations, Samuel D. Fuson and William G. Haworth, president of the Detroit Chapter



Houston Chapter's James A. Clark and George Kirksey, who represented their chapter in inviting the PRSA Spring Board meeting to Houston



Homer N. Calver and Julie Medlock, New York counsels



Mr. and Mrs. W. Howard Chase, both PRSA members



Burns Lee greets Odd Medboe, secretary Norwegian Public Relations Association

RECOMMENDED READING

A compilation of some current texts relating
to the study of public relations

By PRSA Education and Research Committee

PUBLIC RELATIONS BOOKS

TITLE	AUTHOR	PUBLISHER
<i>Art of Plain Talk, The</i>	RUDOLPH FLESCH.....	Harper & Bros., N. Y.
<i>Communicating Ideas to the Public</i>	STEPHEN E. FITZGERALD.....	Funk & Wagnalls, N. Y.
<i>Educational Publicity</i>	BENJAMIN FINE.....	Harper & Bros., N. Y.
<i>Grassroots Public Relations for Agriculture</i>	ED LIPSCOMB.....	Democrat Printing & Litho. Co. Little Rock, Ark.
<i>How to Conduct Consumer and Opinion Research</i>	ALBERT B. BLANKENSHIP.....	Harper & Bros., N. Y.
<i>Practical Public Relations</i>	REX F. HARLOW and MARVIN M. BLACK.....	Harper & Bros., N. Y.
<i>Public Relations at Work</i>	HERBERT M. BAUS.....	Harper & Bros., N. Y.
<i>Public Relations in Business</i>	NUGENT WEDDING.....	University of Illinois Urbana, Ill.
<i>Public Relations in Management</i>	J. HANDLY WRIGHT and BYRON H. CHRISTIAN.....	McGraw-Hill, N. Y.
<i>Public Relations in the Local Community</i>	LOUIS B. LUNDBORG.....	Harper & Bros., N. Y.
<i>Publicity</i>	HERBERT M. BAUS.....	Harper & Bros., N. Y.
<i>Sharing Information with Employees</i>	ALEXANDER R. HERON.....	Stanford Univ. Press Stanford, Calif.
<i>Technique of Handling People, The</i>	DONALD A. LAIRD.....	Whittlesey House, N. Y.
<i>You and Your Public</i>	VERNE BURNETT.....	Harper & Bros., N. Y.
<i>Your Public Relations</i>	GLENN and DENNY GRISWOLD.....	Funk & Wagnalls, N. Y.

BACKGROUND READING

<i>Communication of Ideas, The</i>	LYMAN BRYSON, Editor.....	Harper & Bros., N. Y.
<i>Folkways</i>	WILLIAM GRAHAM SUMNER.....	Ginn, Boston
<i>From the South Seas</i>	MARGARET MEAD.....	Morrow, N. Y.
<i>Functions of the Executive, The</i>	CHESTER I. BARNARD.....	Harvard Univ. Press Cambridge, Mass.
<i>Gauging Public Opinion</i>	HADLEY CANTRIL.....	Princeton Univ. Press Princeton, N. J.
<i>Human Frontier, The</i>	ROGER J. WILLIAMS.....	Harcourt Brace, N. Y.
<i>Human Problems of an Industrial Civilization, The</i>	ELTON MAYO.....	Harvard Business School Cambridge, Mass.
<i>Language in Thought and Action</i>	S. J. HAYAKAWA.....	Harcourt Brace, N. Y.
<i>Patterns of Culture</i>	RUTH BENEDICT.....	Penguin Books, Inc.
<i>People in Quandaries</i>	WENDELL JOHNSON.....	Harper & Bros., N. Y.
<i>People's Choice, The</i>	PAUL P. LAZARSFELD and others.....	Columbia Univ. Press, N. Y.
<i>Proper Study of Mankind, The</i>	STUART CHASE.....	Harper & Bros., N. Y.
<i>Public Opinion</i>	WALTER LIPPMANN.....	Macmillan, N. Y.
<i>Science and the Goals of Man</i>	ANATOL RAPAPORT.....	Harper & Bros., N. Y.
<i>Social Problems in a Democracy, The</i>	ELTON MAYO.....	Harvard Business School Cambridge, Mass.
<i>What America Thinks</i>	WILLIAM A. LYDGATE.....	Thos. Y. Crowell Co., N. Y.
<i>Yankee City Series</i>	W. LLOYD WARNER.....	Yale University Press New Haven, Conn.

This bibliography of public relations text material and background reading relating to the field represents the study of the Bibliography section of the PRSA Education & Research Committee in its survey of available literature during 1950.



The Shamrock

"America's Magnificent Hotel"

HOUSTON

Your Host...
When Houston
Bids You Welcome

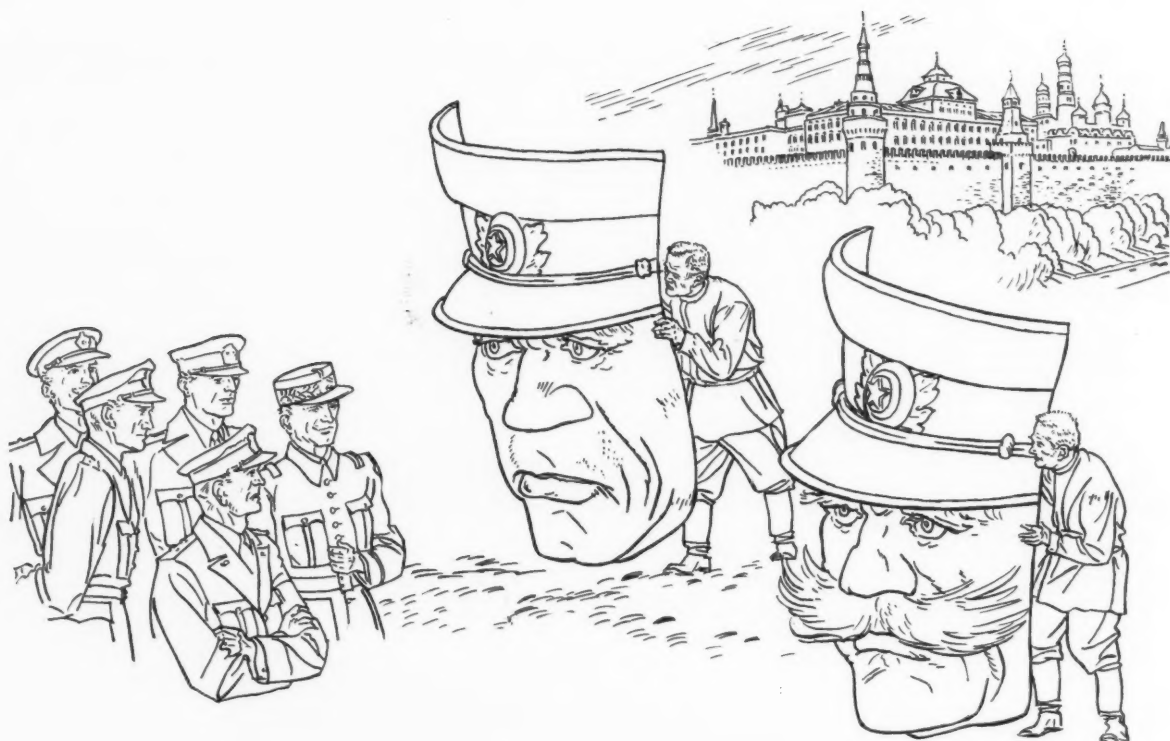
There's a welcome wide as Texas awaiting your visit to amazing Houston, where The Shamrock—America's Magnificent Hotel—is your host.

Room accommodations are extra spacious . . . famed Shamrock cuisine is superb, service is faultless . . . there's always big name entertainment in the glamorous Emerald Room.

The Shamrock also affords unexcelled facilities for conventions and trade shows . . . the Hall of Exhibits is expertly designed to accommodate large public expositions or displays for limited audiences, and is completely air-conditioned.

Proudly, The Shamrock is your Host, when Houston bids you Welcome.

GLENN McCARTHY, President M. JACK FERRELL, Executive Manager



The Russians aren't so tough!

BRIGADIER GENERAL Frank L. Howley last year returned to civil life after four years as US Commandant in Berlin.

As the "no-nonsense general" he had ordered American troops to make no concessions; and if anybody was to get lumps, the Soviet must get the most.

After some two thousand hours of official conferences with Soviet brass, and considerable time in unofficial discussion and drinking with high level Reds... General Howley says the Russians aren't as tough as they say—or as we think they are!



This country—State Department, Army, the public—is the victim of Soviet propaganda... the threat and bluff that made possible the Red

aggression of the past five years. But every time their bluff was called, the Russians backed down. The Berlin airlift was a kick in the teeth to Soviet officialdom and Red prestige. Our intervention in Korea was another.

General Howley holds that Soviet forces, though strong in manpower, are deficient in equipment and technical skill; that their industrial production does not permit them to engage in a major war.

Most significantly ... behind the tough fronts, Russian generals and officials are frightened men, always menaced by the fear of failure and retribution by the Kremlin, fiercely competitive and given to buck-passing.

General Howley has his own recipe for Russia. You may not agree, but you will be impressed by

ANGELS TOO HIGH! ... Inflation has priced wax angels out of the market... the traditional Xmas decoration that used to cost a dime rose to a dollar, and the public stopped buying ... "Santa's Sideline of Lights and Baubles" by Edith M. Stern.

PORTAL TO PORTAL... Crew of overseas airliner for Europe leaves home Monday gets back Thursday ... "Flight 170" by A. H. Sypher.

PLOW-SHARES INTO SWORDS ... York, Pa. in past war got larger share of defense orders than any industrial city its size... by sharing subcontracts with small shops, hiring "Rosie the Riveter", experienced machine operators. York has re-prepared for top production again! ... Read "The 'York Plan' Starts Again" by M. Lehman.

And a dozen other fine features for the business man in the December issue.





his knowledge and convictions. Every business man should read "How Big Is Russia's Bluff?" in Nation's Business for December.

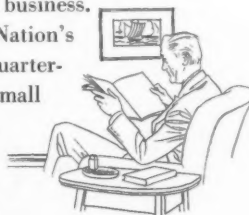
This article by General Frank Howley is again a pertinent reminder of the extent to which the business man is subject to so many influences beyond his control. World affairs today affect production plans, prices, payrolls, plant expansion, store operation, inventories, personnel selection, selling and financing. Every executive must keep his antennae tuned to factors far outside his own industry or trade field.

The need of awareness and information explains the steadily increasing readership and influence of Nation's Business among business men. Its circulation currently is at an all-time peak, in excess of 700,000—half as much again as the next largest general business publication. The growth is the more remarkable when it is remembered that this magazine cannot be casually purchased . . . that its readers want it enough to pay \$15 in advance for a three year subscription . . . that its circulation renewal rate is the highest of any in the business magazine field.

Nation's Business is not just another business magazine . . . is not a vehicle of business news and personalities, of markets, prices and changes. Its distinction is that it is a magazine for the business man—not only as a manager but a human being, head of a family, member of a community and citizen of the United States.

Among day to day happenings, the confusion of current news, Nation's Business gives essential background on the important influences affecting business men. Its content is concerned not with casual circumstances but basic causes; with effects rather than events; with interpretation instead of incident. It takes the long view, emphasizes trends and factors which affect business tomorrow, next month, next year . . . gives a business man the basic knowledge on which practicable planning depends and the awareness that avoids surprise, upsets, and uncertain improvisation.

NATION'S BUSINESS appeals not only to the big executive in big business, but to the individual proprietor and partner in small business. And this plus appeal has given Nation's Business a plus audience of a quarter-million or more managers in small business and the small town business—and a plus premium in influence and market for Nation's Business advertisers.



No other publication can carry your sales message so effectively to so much of American business . . . offers so much immediate market and so much future potential, so cheaply . . . as this monthly magazine that is "must" reading with such an important segment of business men.

If you don't know as much about this medium as you should, call any Nation's Business office!

NATION'S BUSINESS

WASHINGTON, NEW YORK, CHICAGO, DETROIT, CLEVELAND,
SAN FRANCISCO, LOS ANGELES, SEATTLE AND DALLAS

Ten low cost research methods for probing public behavior

A report on the presentation made by Richardson Wood and Virginia Keyser of the Richardson Wood Company

By Richard W. Darrow

Director of public relations
The Glenn L. Martin Company

RESEARCH CAN BE A SET of hand tools, low in cost, easy to transport and relatively simple to use. Like the more expensive, more detailed research methods, they have to be carefully thought out, intelligently applied, and analysis of their results calls for sound head work.

The low cost research methods for probing public behavior are too easily and cheaply available to justify the omission of research from any public relations tool chest.

Such are the conclusions resulting from Richardson Wood's down-to-earth presentation (with Virginia Keyser's assistance) before the second forenoon session of the Third Annual Meeting of PRSA.

"We are not talking," said Wood, "about the big research machines housed in New York skyscrapers or in Princeton Gothic quadrangles.

"We are talking, figuratively speaking, about a set of hand tools that you can stow in your supply closet or carry around in the luggage compartment of your car.

"We developed some of these tools for use in our business. They come out of a background of research as a business, but they were developed by us for use as auxiliaries to our main business, which is not research, but community development.

"Your first, and always your most important tool, is your own head, and it contains materials to work on, too—your own experiences. First, then, how can you sharpen up your own reasoning processes?"

Here are sample "grinding wheels" for that purpose:

"Method Number 1," Wood said, "is reasoning."

Clear writing and clear thinking go together, he pointed out. One is the avenue to the other. "Therefore," he said, "two basic works are worthy of study: *Basic English*, by I. A. Richards, to help take the veils off words, and *Reader Over Your Shoulder*, by Robert Graves, to promote clear thinking and clear writing.

"If your own experience seems to run a little thin on the problem you have in hand," Wood suggested, "the next step is Method No. 2—probing the *corporate memory*—try to get at the corporate experience of the outfit you are working for. Some of this should be in the files, but most of it is probably in people's heads. So give yourself a hunting license to dig up corporate history. At least you'll get to know your own outfit and the places in which it buries its bones."

Incidentally, his exhibit for Method No. 2, a full-page cartoon "organization chart" entitled "One Big Family" from



Richardson Wood

the February 1940 issue of *Fortune*, should start a new movement for reprints of a stimulating satirical aside that hasn't lost its timeliness.

Method No. 3 is *library work*, an extension of the home company research into the written record of the field that concerns you, as well as your own outfit. A search through documentation available inside and outside the plant, in libraries, government agencies and other sources, can reveal existing documentary materials which make up a cheap source of reliable information.

"But the written record," Wood said, "is not only something you can wander through. You can cultivate it deliberately, you can survey it and count the pieces. When this is done, the result is sometimes called content analysis, or, in the case of newspapers, *press analysis*—Method No. 4."

By arranging your documentary information from the press according to patterns of significance, trouble situations can be spotted, elections can be predicted accurately, and other reliable information can be gleaned. That fact was appreciated by foreign embassies in this country long before public relations people awakened to it, he said.

Like many of Wood's suggestions, Method No. 5 calls for leg work as well as head work. He called it *brain picking*—interviewing—what a good reporter does.

"That, in essence," he contended, "is what all social research amounts to—a journalist going out on an assignment to get a story."

As for sources: "Just look 'em up in the Red Book or the Classified Directory." Out of the same idea comes Method No. 6 also: the *roving reporter*.

"When you send out a reporter, you usually send him to talk with people who know the story already. This is known as gathering expert opinion or going to informed sources. The next step is going to the man on the street. It is the step before the formal survey and still one of the most preferred methods."

In casing a town, for instance: "If you talk with enough people—it doesn't take too many—for two or three days, you can find out what's wrong with the town without needing the extensive economist approach."

According to Wood, the roving reporter is the prototype of "what is called the most modern and is certainly the most difficult of all research techniques, the 'depth interview'—Method No. 7."

(Continued on Page 28)



GOTTA problem down our alley? Wanta do something involving soy beans? Baby formulas? The "C" process? The history of Camembert cheese?

Ask us.

Lots of people associate Borden's with milk only. Sure, we're experts on milk. Been in the business 93 years. But Borden's is a company that believes in diversifying for economic soundness, so we're in many other businesses too. These are some of them: ice cream, cheese, canned and pow-

dered milks, soluble coffee, mince meat, vitamin concentrates, animal feeds, soybean derivatives, synthetic resin adhesives, foundry core binders, pediatric products...

If you're doing a job in any of these fields and you need an assist, get in touch with us at our offices in New York, Columbus, or Chicago. You'll find us ready to cooperate. And you'll find that if we don't know the answers ourselves, we know where to get them in a hurry.

Borden's PUBLIC RELATIONS DEPARTMENT

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AUDIO-VISUALS

*A report on the audio-visuals program,
PRSA Third Annual Conference*

By Kalman B. Druck

Vice president and chairman of Plans Board
Carl Byoir & Associates, Inc.

PROOF POSITIVE that pictures have punch and that there is a growing use of visual techniques in public relations was dramatically shown at the PRSA session on this subject. Eight speakers demonstrated the emotional wallop inherent in this method of communication. They gave an action report on various techniques, from simple and inexpensive to the most complex and costly.

Long after most of what was *said* at the conference has been forgotten, most of what was *shown* will be remembered. That is the test of the audio-visual medium—the compelling effectiveness that commends it to everyone in public relations.

First on the program was Charles E. Coe, Director of Community Programs of the N.A.M., with a demonstration of the slap-on board—a 4' x 6' black flannel covered board, in four sections, with an easel support. Cutouts of cardboard can be placed on this board and made to stick by static electricity. Mr. Coe explained the operations and advantages of this board, together with a description of the N.A.M.'s Visual Economics Program entitled "How Our Business System Operates."

Next, S. L. Austin of the Chicago Mercantile Exchange showed how he uses a Vu-Graph projector to present the story of commodity marketing before school and general public groups. "This story can be very technical and the only way to bring it down to earth and within the realm of quick understandability is to use pictures," he said.

The Vu-Graph projects images from a stand in front of the speaker onto a large screen behind him, and facing the audience. The machine permits use without darkening the room, has a very small focal length, and permits the

speaker to actually write or draw on the illustration with a grease pencil. It also permits the use of "trick" devices such as overlays, partial disclosures, successive disclosures, and the like to hold attention. Total cost of the outfit including slides has been under \$750 and Mr. Austin said he has used it in talks to marketing classes in 45 or more colleges as well as to a great many civic clubs.

Fred R. Jolly, Assistant Director, Community Relations, of the Caterpillar Tractor Co. illustrated a sound color slide presentation which is shown to visitors to the Caterpillar plant. It discusses and pictures some of the highlights of the trip and includes a number of economic facts. This presentation consists of 30 Kodachrome slides and is accompanied by a record which is not directly synchronized with each slide but rather provides a running commentary as they are shown.

Next, Dan J. Forrestal, Assistant Director of Public Relations, Monsanto Chemical Company, showed a ten-minute Kodachrome slide movie designed to indoctrinate employees in the principles of public relations. Using a minimum of animation and camera motion, the 16mm film consists of 70 colored cartoons and is entitled, "The You in Public Relations."

John E. Sattler, Eastern Regional Public Relations Director, Ford Motor Company, then described Ford's new film, "6,000 Partners," produced primarily as a supplier-relations device to dramatize to the Company's own purchasing agents and its suppliers their interdependence. Mr. Sattler told of the Supplier Days which Ford plants are sponsoring throughout the country, using this film as a basis for the meetings, plant tours and discussions.

Paul Hodges, Assistant Director of Business Development, Cities Service, then showed a series of Kodachrome slides illustrating the remarkable system-wide photographic project which he has directed, and which is superintended by Nicholas Parrino, former photographic editor of *Newsweek*.

This library was created during the past 18 months. It now consists of 13,000 black-and-white negatives and 3,000 color transparencies, gathered by several photographers of national repute, who have traveled more than 35,000 miles on the North American Continent to get them. He showed in detail the ingenious system of filing, reference, display and reproduction that is used.



Three sides of the Waldorf's Starlight Roof were arranged with tiered displays of the latest developments in visual aids for conference attendants to see and try out for themselves.

Mr. Hodges revealed that to date his library has supplied without charge some 25,000 photographic prints to Cities Service companies and to various publications. Of these, several thousand went to newspapers, 2,000 to oil and gas trade publications, 700 to picture syndicates and feature services, 500 to display and exhibit builders, 200 to U. S. government agencies, 1,000 to general magazines, 300 to educational institutions, 700 to advertising agencies. In every case, these photographs were supplied on request.

Speaking on "What's New in Film Strips for Public Relations," Mrs. Vera Falconer, Visual Aids Editor of *Scholastic* magazine, showed a 20th Century Fund film strip on productivity, illustrating a new and inexpensive technique for getting color and impact into this type of presentation.

And, finally, O. H. Coelln, Jr., publisher of *Business Screen* magazine, outlined "What's New in Sponsored Films for Public Relations." His talk will appear in an early issue of the JOURNAL.

The "quickie questionnaire" circulated among the members brought back several interesting examples of the use of the visual technique.

Homer Calver, Public Relations Director of the Paper Cup and Container Institute, displayed a Flip-Chart Training Course covering a complete food-handler course by word, caricature and symbol. Done by silk screen on sheets 18" x 24", the chart is in a loose-leaf cover, which folds into an easel-type standard form for display.

H. F. Williams, Jr., Public Relations Director of the Evansville (Ind.) Manufacturers' and Employers' Association, displayed a flop-over presentation entitled "Equal Rights for Everyone," which sets forth "ten sound principles that belong in any labor-management law."

J. N. Stonebraker sent in an 8' x 4' wall chart that he developed for his client, the First National Bank of Orlando, Fla. It shows graphically how deposits and checks travel through the banking system, and is used in showing people through the bank.

William A. Nielander, Public Relations Director, Hofstra College, Hempstead, N. Y., wrote that he has produced "two fine documentary films this year, one on the New York dress industry and one on retailing. Each film runs about 37 minutes and cost less than \$100. They are both in color and are accompanied by a wire recording syn-

chronized to the action." He says they "lost through editing and cutting only ten feet in 640 on the first film, and 15 feet out of 650 in the second, due to careful advance planning of every detail."

Thomas D. Yutzy of Dudley, Anderson and Yutzy, New York, wrote that his organization has developed a "traveling photo exhibit" for one of its clients. "We were up against budget limitations and could not think of producing anything as expensive as a film. So we selected from our news photo file for this account 36 pictures and blew them up to 21" x 26". We then mounted them on panels, 2' x 6', put together in such a way that they would stand in sets of three. We printed explanatory captions on the boards directly beneath the photo enlargements. We then had a sturdy case made for use in shipping the exhibit and we have had it moving around the country for the past two years. It has proved popular for telling this client's story, especially in schools and colleges, and the cost has been comparatively small."

George C. Jordan, Public Relations Counselor, Minneapolis, wrote that he used a flop-over presentation to help sell a community project. "It enabled 80 laymen to tell a technical story normally told only by doctors in medical terms. We reached 40,000 people in three weeks."

Conger Reynolds, Director, Public Relations, Standard Oil Company (Ind.) declared that "recently one of our departments used a 5,000-watt rear projector through a 9' x 12' translucent screen, which gave Kodachrome transparencies 3 3/4" x 4" in size great depth and color intensity. This method of projection proved to be very impressive on employees and our field management."

He also submitted a blueprint for a home-designed, portable, all-purpose easel, costing less than \$10.

Dan J. Cavanagh, Director of Public Relations, Golden State Company, Ltd., San Francisco, wrote that his company has developed a new approach on education pictures in two movies completed last spring. A survey was made of 15 audio-visual directors in California schools, scripts were subsequently submitted to them for approval, and their help was obtained in editing the films which were made by Hollywood cameramen. As a result, more than 200 copies of these two pictures are now in use in California schools.

Alfred L. Golden, Public Relations Director, Associated Hospital Service of New York (Blue Cross) submitted a collection of posters—a medium with which he has done a great deal to explain the procedures and benefits of the Blue Cross plan.

Gerald Lyons, Director of Public Relations of the Dumont Television Net-

Message from British Institute

British public relations men sent the following greeting to PRSA's Annual Meeting, December 3:

It is very much to our regret that no member of the Institute will be in New York at the time of your Annual Public Relations Conference, and therefore we shall not be directly represented.

We have, however, asked our Corresponding member, Mr. Odd Medboe, to act on our behalf and to convey to you and your membership our warmest fraternal greetings.

We wish you all every success in your discussions. Whatever good which may result—and we are confident that there will be plenty—will, we are certain, have its influence over here through the publications which reach us and we, too, share your gratification of the close relationships we have established in our common efforts to enhance the practice of public relations.

With warm good wishes,

Sincerely yours,
NORMAN H. ROGERS

Honorary Deputy Secretary
Institute of Public Relations
1 York Gate
Regent's Park
London N. W. 1

work, commented on "probably the most significant tool for communications by management" — the history-making closed-circuit national sales conference put on recently by Schenley Distributors, Inc. More than 2,300 Schenley sales personnel and representatives of wholesale distributing firms witnessed the 90-minute session in 18 cities.

An unusual use of the comic-book technique was submitted by Jack Gould, of Gould, Blieden & Manley, Baton Rouge, La. This is a colorfully-illustrated report of the Louisiana Department of Revenue for 1949-50. It has been distributed mostly to high school principals for their upper two classes, and has now passed the 65,000 mark.

An interesting "success story" in the

use of a visual technique was sent in by Channing L. Bete, Public Relations Counsel, Greenfield, Mass. He described how a \$300 flop-over presentation he produced was flown to London and Singapore and helped solve a complicated international communications problem for the natural rubber industry.

One member, whose name was not on his questionnaire, reported that he put on a presentation in which marionettes "acted out" points made in a chart presentation.

There were many other ideas submitted, but the above give a good indication of the type of visual activity going on in the field. Certainly, these examples point to the possibility of more "how to do it" sessions for the Chapters and next year's Convention.

completion and return.

Method No. 9 is *tests*, actual working tests, sales tests, and the like. A big job can be done on a small scale—like the pre-promotion for an impending revival of a well-known magazine, which enclosed an actual order blank and brought in an 8 per cent return, on the strength of which advance funds of \$600,000 were raised from investors.

Finally, Method No. 10 is simply standing on the corner and counting: *observation*. The tools are simple. You require only a counter, clicker or concealed camera to indicate, for example, the number of people passing a given window without a glance as compared with the number who stop to look.

"Here is a tool kit, developed from the larger, more expensive types of research we all know about. Stealing a line from another speaker: 'maybe it's a unique approach to whatever it is we're all doing.'"

"Outlined above," Wood asserted, "are some of the simplest forms (of research) that can be made and administered in as simple a fashion as you like."

Ten low cost research methods for probing public behavior

(Continued from Page 24)

In this you don't accept what the fellow tells you; you try to get him to talk long enough so that you can read between the lines. In the law, it is called cross examination; getting the evidence and shaking it down to what it really means.

For Method No. 8, you move on, naturally, to *questionnaires* "mailed to your home, or in the hands of a persistent interviewer."

The questionnaire, too, can be on a modest basis, utilizing a simple, Government return post card. It permits use of a variety of approaches to stimulate

The Annual Meeting Committee acknowledges with appreciation the following contributions to the audio-visuals program:

E. J. Barnes Company—equipment exhibit

Brewer-Cantelmo—display of easels

Animatic Sales Corporation—showing the Animatic Projector



On the dais (l. to r.) J. Handy Wright, PRSA President, John L. Mortimer, Dallas, chairman of the noon session, and George E. Sokolsky.

Speaking at the Monday luncheon, George E. Sokolsky, nationally syndicated newspaper columnist made one of the most provocative and inspiring contributions to the conference. He placed the blame upon the public relations profession, columnists, commentators and the press in general for our failure to rally the people of the world to the democratic side in the crisis with communism:

"Why have the press, radio, the Voice of America, and other agencies of expression failed? Is it because they have nothing to say? Why is it that millions of young people all over the world are becoming Marxists? Why is it that so many countries are either joining Soviet Russia or adopting an attitude of neutrality between us and Russia? Why have we failed? Is it because we speak only of *things*, automobiles, television, nylon stockings, standards of living instead of *ideas* that fire the passion of hearts? We have a message to give to the world.

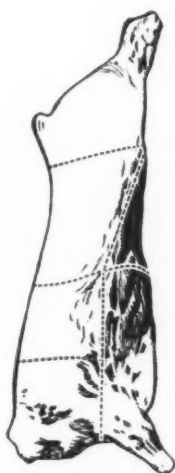
"We have a story to tell. It is, that here upon this continent, the oppressed of all the earth came to live under God's law, to accept His natural law, to find a nation in which the inalienable rights of the individual human being transcend the authority of government. And when the oppressed and tired of all nations hear our message, they will turn to us, for here men may live without slavery."

MEAT PRICES . . . from steer to steak

Cattle are not all beef . . . Beef is not all steak



1000 lbs. Steer =
at 26¢ per lb.
Packer pays
\$260⁰⁰



600 lbs. Beef =
at 42½¢ per lb.
Retailer pays
\$255^{00*}

	LBS.	PRICE	TOTAL
Porterhouse steak	40	95¢	\$38.00
Sirloin steak	50	85¢	42.50
Round steak	80	85¢	68.00
Rib & rump roasts	70	75¢	52.50
Chuck roast	100	55¢	55.00
Hamburger, stew beef	160	50¢	80.00
Fats	40	5¢	2.00
	540	63¢	↓

540 lbs. Retail Cuts
(including shop fats)
Consumer pays
\$338⁰⁰

For livestock raising to be profitable, farmer's return must cover maintenance of breeding stock, feed and labor costs, land use and the grower's time for the three years it takes to produce a good-grade steer.

*Value of by-products, such as hides, fats, hair, animal feeds, fertilizer, etc., typically offsets packers' dressing, handling and selling expenses, so that the beef from a steer normally sells at wholesale for less than the live animal cost.

Retail markup must cover such costs as rent, labor, depreciation on equipment and fixtures, etc., as well as shrinkage in weight of beef carcass when converted into retail cuts. Prices are averaged. In some stores they were lower. In some charge-and-deliver stores or in high-cost areas, they were higher.

Based on market reports of the USDA for good-grade beef steers and good-grade carcass beef, Chicago style cutting, and on average retail prices for good-grade meat, as reported by the U. S. Bureau of Labor Statistics, Chicago, during 1949.

A good look at this chart quickly provides answers to a lot of questions people ask about meat. For example, it shows why sirloin steak from a 26¢-per-pound steer may cost 85¢ over the counter, and why a meat packer can sell beef for less than he paid for the animal "on the hoof."

Efficiency in saving by-products as well as meat—and not economic legerdemain—makes this possible. It is one of the big reasons why meat moves from farmer—to packer—to store at a lower service cost than almost any other food.

AMERICAN MEAT INSTITUTE

Headquarters, Chicago

• Members throughout the U.S.

POSTINGS

The By-Laws of the Society require that applications for membership be posted at least 30 days before they are submitted to the Board of Directors or to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 525 Lexington Avenue, New York 17, N. Y.

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Associate to Active Membership

Jack Wells Clarke, Assistant to the Chairman, Lion Oil Company, Lion Oil Building, El Dorado, Arkansas.

Dan J. Forrestal, Assistant Director of Public Relations, Monsanto Chemical Company, 1700 South Second Street, St. Louis 4, Missouri.



William H. Lawrence, Washington Bureau, *The New York Times*, brought a "Report from Korea" to the Annual Dinner, December 4. Fortright and objective in his remarks, the recently returned correspondent gave an eye witness account of fighting conditions at the Korean front. In concluding, Mr. Lawrence said:

"The American public must realize that for one of the few times in our history an American army is being defeated. We are outnumbered and we have been outmaneuvered. The foe in this case is the Chinese Communist but we must ask ourselves the question whether he is the real enemy.

"I think not. I for one see no point in becoming involved in a long costly war with another Soviet satellite. If this convinces us that the big war is inevitable then I think we should conserve our strength and begin our preparations for the war with the main enemy — the Soviet Union.

"I cannot bring you good news. We face hard days ahead, days that will call for real sacrifices by all of us."

FILM NEWS REPORT... from the other side of Picture Street

By O. H. Coelln, Jr.

Editor & Publisher, *Business Screen Magazine*

IN THE BEGINNINGS of the motion picture, its pioneers sought the means to capture the essence of life itself, the utmost in realism. As Terry Ramsaye has written:

"A vast new liberty came with this method of telling . . . this new method of recreation of the object or event."

But in the half-century since art and science were brought together on the lighted screen, the public impression has been a greater awareness of the motion picture as a means of cheap mass entertainment . . . our thinking toward the film often conditioned by the illusions and extravagances of the multi-million dollar industry dedicated to the theatrical boxoffices.

Information needs served

The other side of Picture Street has been building up meanwhile on solid foundations of fact and realism and the important purposes of films for a multitude of essential communication needs. The mass training of millions of men and women for the armed forces in World War II brought the medium out of the shadow of its glamorous counterpart; the informational needs of millions of Americans were served in that wartime by Army and Navy public relations and incentives programs, in civil defense, U. S. Treasury Bond sales drives, and other essential civilian campaigns in which the 16mm sound film played a vital part.

"Navy instructors believe that men learn more, remember longer, and show more interest in learning when films are used than when more traditional methods are employed" reads one official report of the Navy's Training Aids Division, Bureau of Naval Personnel.

"The training film program of the Army was a success by any measure. It

taught well; it taught many men; it made the content memorable; it made teaching universally available in the Army," reports the War Department in Research Project.

Despite many shortcomings, primarily in the proper utilization of this powerful tool in the services, it was introduced to thousands of new users, gained the benefit of vast experience in production techniques (29 of the specializing business film producers turned out 3,747 reels of subject matter for the armed forces, war agencies and war industries by 1946) and came out of the war as a real national asset in the communication of ideas. Our complex and confused world has real need of the thorough understanding which the sound film can impart better than any comparable medium.

There is real news for all public relations workers today from this other side of Picture Street; here are a few headlines:

Item: the consumption of raw film by producers and sponsors of factual, informational, educational, and religious films is far outstripping its use for the entertainment field and there was a continued gain in that direction in the third quarter of 1950.

Item: an estimated 200,000 16mm sound motion picture projectors are in use among schools, industries, churches, hospitals, and other community groups and institutions throughout the U. S. For example all of the 25,000 U. S. high schools are now equipped, according to a recently completed U. S. Office of Education survey. 57,000 new projectors were produced in 1948, largely for domestic consumption, according to the U. S. Department of Commerce.

Item: the use of sponsored films has increased by leaps and bounds in the last year, up to October 31, 1950. One national distributor of sponsored films

from industry served 114 sponsors, will fill 500,000 bookings for an estimated million showings this year.

You will be interested in a specific example of the effectiveness and comparative cost of this medium for public relations use. A single national sponsor with a public relations film has maintained an annual distribution budget of \$100,000 for the last five years or more. In 1946 and in 1947 that budget purchased service for showings to slightly more than a million to a million and one-half persons. The 1950 total audience, with the same budget in effect, will exceed eleven million persons for an increase of nearly ten times and a corresponding reduction in cost per person reached to only one cent a head. No medium of communication existing can provide the undivided, uninterrupted attention of a listening and watching audience for the full period of 18 minutes required to show the film. All these audiences were fully certified, the sponsor being notified in advance of the time and place of the showing.

Distribution and equipment improvement

Such progress is the result of great improvement in methods of film distribution as well as the acquisition of projectors by many more thousands of self-equipped audiences throughout the country. Mechanical improvement not only consists of better promotional methods but improved mechanical handling so that the average sponsored film now reaches at least three and often four audiences per month. The largest national distributor of this type, Modern Talking Picture Service, has 26 regional offices and a network of sub-libraries at work.

Production progress has been equally notable. To make the sponsor's path to film success safer and less costly, such groups as the Films Committee of the Association of National Advertisers have provided guidance and aids such as "A Check-List for Sponsor and Producer Responsibilities." Experienced producers are getting together for a national public relations effort to improve sponsor relationships and to offset the lack of buying standards by which the sponsor can judge picture values.

Sponsored films

Good sponsored films, many of them in the public relations field, are their own best evidence of the impact of the medium. Popular among these are out-

standing traffic safety films such as "And Then There Were Four" (General Petroleum); "Last Date" (Lumbermen's Mutual); "Safe As You Think" (General Motors). Other notable pictures which every public relations executive should see are "Unfinished Rainbows" "Clear Track Ahead," "Waves of Green," "Enterprise," "Miracle in Paradise Valley," "The New California," and "The Magic Key."

Such films are easily available in local sponsored film libraries or via the sponsors direct. All you need do is to set a small group in the office or plant organization and it's better to see them that way—as an audience.

Distribution is the key to any film's eventual success. In this regard, the nation's theatres have made their screens available without cost, excepting the handling charges, to the extent that five to ten thousand theatres have shown recent outstanding public relations pictures. They have one basic prerequisite, however, the pictures must be of excellent quality and their content devoted to matters of *public interest* rather than *sales* motives.

Showings of such films have another important by-product. They make their own news. Thousands of clippings will have been acquired by one national public relations firm through the simple expedient of furnishing picture background material to all papers in towns and cities where the client's film was booked ahead for showings. Clipping services will flood your mails if you order service on sponsored film activities.

There are other noteworthy indications of the value of the factual film in public relations. For instance, the frequent showings of these programs to members of Congress who see them in Washington at the clubs, lodges, and other group meetings which they, as average Americans do attend with regularity. These voluntary audiences reach an important segment of influential America; the most group-minded of all nations. In national and state capitols this channel is of immense value to sponsors and it has been received with warm interest by legislators. Showings of these films within committee rooms is also a common occurrence and a most successful means of conveying the *full*

story with undivided attention.

The meandering stream of this communication medium has literally become a roaring torrent as thousands of new audiences acquire their own equipment and join the existing groups. Standards are being developed to meet the urgent need for safe travel by sponsors in both the distribution and production of films. Color and other production improvements have added to the interest of recent films and the continued downward trend in projector weight makes it easy for young students and women teachers to handle the equipment in the field.

Whatever the outcome of the international situation, America has at her command a well-organized network of idea communications which has proven its effectiveness in war but which can work in peace for the continued improvement of our economic position. As the late George Bernard Shaw once said, "the number of people who cannot read is very great; the number too tired to read after a hard day's work is even greater . . . but everyone can see and hear."



Bert Andrews, Chief, Washington Bureau, New York Herald Tribune, led the Monday morning opening session panel, "New Washington Problems for Public Relations."

Bert Andrews, Chief, Washington Bureau, *New York Herald Tribune*, was chairman of a panel on "New Washington Problems for PR." In his opening remarks Mr. Andrews gave some pointers as suggestions for public relations people to observe in working with the press in Washington during the emergency ahead. He gave his opinions of the far from adequate public relations policies and programs of the U. S. State Department, and the Voice of America effort.

Also on the panel, John C. Gall, Washington attorney, said that the public mind was not yet conditioned to price and wage controls which he thought loomed ahead, and that the Administration had straddled the issue by trying to postpone the inevitable in such control information.

Edward K. Moss, Director of Public Relations, American Management Association (on leave as Director of Infor-

mation of the National Production Authority) spoke on the field operation of the Authority for public information purposes, and said that public relations people could do much to assist the Authority in the accomplishment of its objectives (1) to provide the military with its needs (2) to distribute materials to the non-military on an equitable basis, and (3) to encourage full production.

Samuel C. Lesch, News Editor, *Wall Street Journal*, urged better communications between government defense authorities and agencies and businessmen, so the latter could get the information needed for proper operation with such organization programs.

Walter Chamblin, Jr., N.A.M. vice president in charge of government relations, commented on the ambitious program invoked by our foreign policy, with 6% of the people of the world living in the U. S. committed to fight for or support many times their own weight of numbers.

America speaking

*Address by the Honorable Edward W. Barrett,
Assistant Secretary of State for Public Affairs, at the
Annual Dinner of the Public Relations Society of
America, Monday, December 4, 1950.*

I MUST SAY this is hardly a choice time for any officer of the State Department to leave Washington and stand up to make a speech before a major audience. The fact that I have come here to talk with you on a day as critical as this, is just one indication of how important we consider you both as individuals and as an organization. We want your help in America's campaign of truth abroad. We want to use the best thoughts you can produce in helping us in this campaign in the difficult months ahead. We have already received assistance from some of your members. Now we want to enlarge and intensify that assistance.

I certainly don't need to tell you that these are grim and grave days. The decision of international Communist masters to involve hundreds of thousands of Chinese lives in aggression in Korea and to imperil the peace of the whole world means that the leaders of the free world are confronted with problems of almost unprecedented gravity.

The highest officials of this Government and of other governments are at this very moment conferring on the problems we face. Hence I should not and I will not sound off on any specifics of the current international crisis. I will say, that this makes the information activities of this Government and of the free world more important, more vital than ever. If you want to call it propaganda — the propaganda of truth — I am sure you will nonetheless agree that it has never been of greater importance than it will be in the trying months ahead of us.

I am sure you recognize as well as I do that an international information program has enormous possibilities. I have long been disgusted with those who see no real possibilities in this field and who actively opposed any sort of information program overseas. Fortunately, most of the open opponents have disappeared. A few opponents remain but

have gone underground, adopting the disguise of "I believe in an information program but . . ."

It is also important that we recognize realistically the limitations of information work, as I am sure you do. You know that words alone will not suffice. Our words can be most effective only if we as a nation take the sort of bold action which the world crisis demands — and only if we continue to show determination to solve progressively our social and economic problems here at home. We must also use words intelligently and responsibly. If we go in for blatant and blaring techniques in certain areas we will just create the adverse impression of trying to buy the minds of men with American dollars. If, as some demand, we try to incite citizens in slave areas to open resistance at this time, we will merely be inviting our friends to commit suicide.

There is one other limitation that I should mention to you. The effects of the propaganda of truth on fanatics, like the international Communist leaders of today, are necessarily limited. We have seen this in the case of the Chinese Communist leaders in recent weeks. I sometimes feel that it is like trying to reason with a collection of wild animals. Hence, we have to recognize that while we can reach many of the Communist elite — and we know that they at least read the reports prepared by agents monitoring the Voice of America — our effects are limited. We do feel we can make at least an appreciable impression on some of the Communist leaders and sub-leaders with information designed to convince them that if they persist in their present course it will eventually mean their own ruin. But we don't fool ourselves about the possibilities. Popular opinion in the slave states has little effect on decisions. It is important, however, to keep up the hopes of the satellite peoples, to encourage the sort of quiet doubts, foot-dragging and passive

resistance that the situation so clearly justifies.

One of our big missions in the months ahead will be that of restoring confidence to the peoples of other friendly nations. Words alone will not do this but words, coupled with the kind of determined economic and military measures that are now planned, may very well arouse in these peoples the sort of spunk and enthusiasm that is so clearly needed.

If you recognize these limitations on the one hand and the very real possibilities on the other, you will see why we are not exuberant but are enthusiastic about mounting a great campaign of truth — and why we think there should be no doubt at all about spending in this field annually at least the amount of money required to build one battleship.

Frankly, my colleagues and I face this task with humility because basically, it is an enormous public relations job. But my colleagues and I also face it with determination because we view it as a job that must be done and that can be done in a big way.

Let's look briefly at the history of this government program.

As you know, a wise old public relations man once said: "Good public relations is just acting right and letting people know about it." The U. S. Government was the last major organization in this country to learn that simple lesson. For many years, we tried to act right, or we thought we were acting right, in the world community, but we had little organized machinery to make our actions, our motives and our goals clear to the people of the world. As a result, we came to be known as "Uncle Shylock," or as a nation of boors and Babbits and gangsters. We were not alone in permitting this kind of thing to happen. Other free nations made the same mistake — of neglecting the simple lessons of good public relations.

In the last decade this nation began to learn the lessons. After some faltering and indecision in the Government and in the Congress, we settled upon a modest world information program. We trained manpower and we slowly, steadily improved our operations.

Today we have a Voice of America that is getting through to substantial audiences in many parts of the world which want and need reliable information. We have a small chain of information centers and libraries which are serving as arsenals of ideas for those

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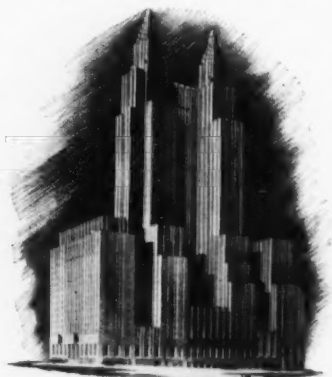
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who are fighting for freedom. We have a film program through which a hundred and twenty million people a year, including many illiterates, learn what we stand for and why we think freedom is worth fighting for. That total should soon to be doubled. We have a press and publications program that has helped millions around the world to understand us better. We have an exchange of persons program under which this year some six thousand leaders or potential future leaders are visiting back and forth between our country and other countries, enabling us to understand each other better.

We have learned what rich dividends such activities can yield.

We got proof of the great impact of the Voice of America, for example, when it broadcast the news of Mrs. Kasenkina's jump from the New York Soviet Consulate window — and caused that news to be known throughout most of Russia within a few hours, though the Soviet Government had suppressed the report completely.

Letters to the Voice have gone up from 10,000 a month last year to nearly 30,000 in a recent month.

We have learned from our Embassies of the enormous impact abroad of the moving little film telling why the UN fights in Korea — a film that was distributed around the world in 26 languages within a month after the Korean outbreak. And it will be useful even today in showing why we went into Korea originally.

We have learned new techniques, particularly in the radio field, for getting the truth through to at least a limited audience in certain areas despite the most intense efforts to shut it out. These techniques include massing our transmitters with those of the British, Italians, Greeks and others to lay down one great simultaneous barrage of broadcasts to Russia.

We have learned how the program for exchange of persons can yield important results in the short term as well as over the long term. Let me give you a simple example. In Germany today, there is a young German labor leader who was brought to this country some six months ago and is now making speeches to various German labor audiences. He starts every speech with these remarks:

"When I sailed into New York harbor I sneered at the Statue of Liberty because I considered it a false and empty

symbol. When I sailed out a few months later, I bowed to the old lady because I had learned that she really stood for something decent and fine."

We have learned that it is possible to make the peoples in other countries understand the true objectives of such programs as the Marshall Plan, the North Atlantic Treaty and Point Four. The information arms of this government have been able to do this to a very substantial degree despite the strenuous efforts of the Kremlin to poison the minds of millions against these — and against us.

We have also learned that, whatever the Kremlin's military strength, we should not be in awe of their propaganda abilities. They are not the master, infallible propagandist they are so often considered. They have blundered in their propaganda against the Marshall Plan — and incidentally incurred the deep resentment of the peoples of Poland and Czechoslovakia. They did poorly in their handling of Titoism. They spent millions to convince the world that we were the aggressors in Korea — and they failed in most of the world.

Kremlin propaganda has not only been unscrupulous; it has generally been crude, stiff and unimaginative. The one big factor on our side is that in the last four months an increasingly large proportion of the world's population has come to distrust what the Kremlin says. They have come to recognize the propaganda output of the international Communists as blatantly untrue.

At the same time, let us recognize that the one big factor militating against us today is the fear that the Kremlin, however deceitful, may be irresistibly powerful. That is why it is urgently important for us today to convince the world anew of our enormous military and economic potential — and of our calm and resolute determination to develop that potential as rapidly as possible. We must make clear at the same time that we are doing so as the one hope of forestalling aggression, of preventing a world conflagration, and eventually of helping eliminate intolerable conditions.

The President recognized these basic factors last spring when he ordered the Department of State to develop a vastly increased information program. He called it "a great new campaign of truth." Under his orders, we singled out

(Continued on Page 36)

Which of these
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Being directly involved in the business of film-making, we've noticed—perhaps more than you have—a marked step-up of activity in our field. More and more, the motion picture is being recognized, *and utilized*, as an effective instrument for public and employee relations... for companies both large and small. By its very nature, the motion picture reasons out this way:

The motion picture tells a uniform story to every audience. It highlights the essential, deletes the non-essential and irrelevant. It adds conviction, inspiration and emotional impact to the story a business wants to tell.

And that's exactly what happens. It's more than reasoning. It works.

It's true that there are certain cautions to be noted. Companies have learned—sometimes the hard way—that in order for a motion picture to be really effective in public or employee relations, it must be more than just a plant tour or an executive

mouthpiece. It must be a *creative interpretation*—entertaining but not theatrical, imaginative but not fanciful. Above all, it must be believable and forthright.

It follows that the best business films are neither amateur efforts in 8 millimeter nor elaborate extravaganzas in the beret-and-megaphone tradition. They're closer to the former in cost; and have all the professional excellence of the latter without the frills and temperament. But they're like neither in *kind*. They're a class apart, and they're best made by a competent team, experienced in working together and in carrying through together on every step—from the time the idea of making the film gets company clearance, right up to the premiere showing of the finished product.

And that's where we stand out. We employ a complete staff of technicians *full time*. We're ready to take on the whole job—research, story treatment, script, set design, camera, sound, editing, titling, animation, special effects. We'll go anywhere in the country. We make very good films... and for first-family companies.

A few examples are listed in the column at the left. But you'll have to *see* what we do to know how *well* we can make this wonderful medium help solve your problems. Ask us to arrange showings. No obligation, but if you have a need, we believe we can fill it. Call, wire or write.

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America speaking

(Continued from Page 34)

the twenty-eight most critical countries in the world. With the help of the embassies and the top political officers we outlined the objectives in each country, the target audiences, and what was needed to do the job. Then we asked the Congress for the money and, after prolonged hearings and debate, we got the major part of the money requested.

The campaign will not take shape overnight. Recruiting new workers and

getting them through the elaborate and proper security investigations is slow business. So is the acquisition and construction of the unprecedented transmitter facilities we have on order. But we are going ahead full speed.

As we proceed, I warn you some mistakes will be made. We could avoid them by moving with extreme caution, by daring nothing and by never sticking our necks out. We will not choose that course. Too much is at stake. We will suffer the consequences of an occasional small mistake in the confidence that it will be vastly outweighed by our positive accomplishments.

I might point out to you that we believe the proof of the pudding is in the eating — that the best way to improve our output is to study and follow closely the reactions of the actual target audiences. Today we still seek and value the advice of experts — or even so-called experts — in this country, but we are placing far more value on the opinions and reactions of the audiences concerned. We survey, by tested sampling methods, the reactions of the audiences in nations that are open to us. We organize panels representing a cross section of the population; we have them sample our output and answer questions from us. In the more inaccessible zones we get regular reaction reports from our Embassy staffs and from others who are in a position to advise us. We systematically interrogate escapees from these areas, and organize them into panels from time to time. I repeat — we feel that such steps as these are the real proof of the pudding and the real guide to continuing improvement in our output.

Now I cannot emphasize strongly enough that a U. S. Government campaign in this field is by no means the entire answer. To be really successful, the information effort must have a far broader base. The governments of other free nations must participate to a greater degree than is now the case. Private groups must participate. Such private organizations — of which the Crusade for Freedom is an enormously promising example — can do more than Government ever can do toward arousing real grass roots enthusiasm of the sort that is so needed.

It is against this broad background that I come here to tell you that we would like more assistance and advice from the public relations specialists of this country. Moreover, I have already taken the liberty of proposing a definite

Index of Advertisers

American Meat Institute.....	29
Sid Avery, Photographer.....	36
Borden's	25
Gunning Associates.....	4th Cover
National Cotton Council.....	3rd Cover
Nation's Business.....	22 & 23
Pitney-Bowes, Inc.	15
Fred Porrett	36
Pyramid Press, Inc.	36
Shamrock Hotel	21
Victorlite Industries	34
Waldorf-Astoria	34
Gene K. Walker Productions.....	35
Wickersham Press	16

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plan to your officers. Specifically, I would like the officers of the Public Relations Society of America to work with us in selecting a panel of five to eight advisers from the public relations field. These should be men who not only are recognized experts in this field, but who also have some knowledge of the populations of other countries. At least some of them should have some knowledge of the languages of other peoples.

I would like this panel to meet with some of my associates and me in the near future and to be told by us of some of the most important problems in this field for which we need solutions. Then I would like to suggest that the panel members canvass a large number of other public relations specialists, weigh the recommendations they receive and then make proposals to us.

If that works as I believe it will, we can repeat the process. I need not tell you that we suffer from no shortage of problems. They range all the way from the devising of simple slogans to the development of entire campaigns. All, of course, are and must be based on the truth — on the plain hard facts. I hope and believe that we can get your enthusiastic cooperation in this project.

Yes, the period immediately ahead of us is a grave one. We face a world picture that we are forced to call dangerous, very dangerous. A Campaign of Truth, however great, can by no means accomplish all that is needed. But a really broad-based Campaign of Truth, here and abroad, added to the economic, political and military steps now being taken, can very well mean the difference between success and failure for the free world. That is why I feel it deserves and must have our unfailing and energetic support.

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